



Business Plan 2025 - 2028



Towards Growth



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Introduction

This business plan is our core strategic document and sets out our priorities for the next 3 years. We review and update our plan annually and this version was approved by our Board in May 2025.

Developing a New Style of Business Strategy

This business plan was updated to take account of the current national housing emergency and ongoing economic volatility and uncertainty. In such challenging times, it can be difficult for any organisation to predict the future, much less make solid plans. In recognition of this, we are reviewing our approach to business strategy across our group structure and intend to develop a new style of business strategy within the next three years. We have produced this 3-year business plan with this in mind.



Purpose of the Business Plan

We produce a business plan for several reasons, most notably to:

- set out our ambitions and map our journey towards achieving these
- demonstrate we understand the challenges we face
- provide a strategic context for our operational plans and supporting strategies
- confirm our strategic priorities and the specific actions we will take
- demonstrate we have the resources necessary to carry out these actions
- identify and mitigate any risks we may face
- provide a framework to monitor our progress and measure our success.

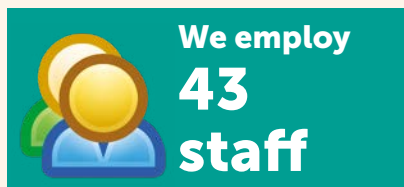
Informing our Plan

In developing this business plan, we have taken account of:

- business planning guidance published by the Scottish Housing Regulator
- our most recent tenant satisfaction survey results
- our performance against the Scottish Social Housing Charter
- key stakeholders' published plans
- our existing commitments to our tenants, employees and others
- our updated 5 and 30-year financial projections
- a series of internal business planning workshops and discussions.

Section 1: About Us

We are a high-performing, volunteer-led, registered social landlord operating in Paisley, Scotland's largest town. We currently own 1,305 homes, factor a further 283 properties including 1 shared owner, employ 43 staff and have an annual turnover of around £7.5 million.



Our Origins

We can trace our origins back to May 1984, when Paisley South End Housing Association was set up by a local steering group to focus on the renovation of the South of Paisley. The purpose of the Association at that time was the comprehensive rehabilitation of tenemental property. It was not until 1993 that our first new build homes were completed. In 1998, after several years of negotiation, former

Scottish Homes properties in Foxbar were transferred to us. The Association became a charitable organisation in 2004.

In 2016, we changed our name to Paisley Housing Association to reflect our steady growth and focus on a wider area. Today, we continue with the tradition of improving tenemental properties, building new homes and delivering a wide range of housing and support services.

Our Structure

We are registered under the Co-operative and Community Benefit Societies Act 2014. We are a registered social landlord (RSL) regulated by the Scottish Housing Regulator to ensure we deliver good performance for our tenants and fulfill our legal and regulatory duties. We are also a registered Scottish charity, regulated by the Office of the Scottish Charity Regulator to ensure we deliver on our charitable purposes and deliver public benefit. We have adopted the SFHA Charitable Model Rules (Scotland) 2020. We have one wholly owned subsidiary Paisley South Property Services established in 2004, which delivers our Property Management Services.

Our Board sets our strategic direction, oversees how we deliver and resource our business plan, and ensures high standards in our operational performance. We can have a maximum of 15 Board members at any one



time, all of whom are unpaid volunteers. Our Board benefits greatly from having a mix of tenants, residents, and individuals with a wider interest in social housing. Our Board works to an agreed Code of Conduct and participates in an annual Board Review to inform our board of training and succession plans and ensure ongoing effectiveness.

The Association currently employs 43 staff, led by our Chief Executive and the executive management team.

Our Homes

We own and manage a diverse property portfolio of traditional, multi-storey and tenemental buildings. This mix reflects our history of acquisitions, stock transfers and newbuild. Our properties are located in 5 main areas: Town Centre; West End; South; Foxbar; and Glenburn. Around 85% of our properties are flats and over 90% are designated for general needs. We currently invest around £1m annually maintaining our properties and as a result 98% now meet the Scottish

Housing Quality Standard. 84% of our tenants tell us that they are satisfied with our repairs service.

Looking ahead, we have plans for buying or building new homes. We also recognise the significant challenges of meeting enhanced energy and net zero standards, continuing to safeguard tenants' safety, meeting many households' preference for houses rather than flats, and adapting our homes to suit tenants' changing needs.

Our Track Record

We have a strong track record as a high-performing housing association and are well-known for our collaborative, and often innovative, approach to joint working especially as founding members of FLAIR (the Federation of Local Housing Associations in Renfrewshire and East Renfrewshire) and iFLAIR (a collaborative procurement consortium). Some highlights of our recent achievements include:

- Achieving high performance across key business areas despite the challenging economic situation.
- High levels of compliance with current housing quality and energy efficiency standards.
- Completing 46 new homes in Glenburn and Westerfield.
- Securing £120,000 to establish an innovative 3-year homeless prevention project.
- Supporting 521 tenants in the last year alone to access support with 445 of these tenants having a direct financial gain through financial support and backdated benefits.
- Distributing almost £70,000 in our community through various hardship funds.
- Providing iPad and data for digital support to vulnerable households.
- Continually modernising our ICT system.
- Refurbishing and moving to new offices during the pandemic.



Section 2: Context

In developing this business plan, we re-assessed our operating environment to ensure we remain responsive to the needs of our customers in the current challenging and ever-changing context.



STRENGTHS

- High performing RSL
- Strong focus on tenants
- Committed and skilled Board and staff
- Good mix and quality of homes
- Leading approaches to net zero
- Financially sound with room to borrow
- Track record of partnership working
- Agile and adaptable to change
- Modern office



WEAKNESSES

- Mixed tenures/ownership in blocks
- Dispersed nature of the stock
- Level of community engagement
- Some areas of poorer performance
- Tight cashflow in medium term
- Succession planning of the Board
- Effective use of IT systems
- Size of Property Management service
- PR and marketing



OPPORTUNITIES

- Demand for Property Management
- Demand for small office space
- University interested in collaboration
- Regeneration of Paisley
- Local partnerships (e.g. Paisley First, FLAIR, other RSLs)
- Access to funding
- Potential development sites
- Empty commercial properties
- Availability of innovative digital technologies, AI, etc



THREATS

- Economic uncertainty
- Cuts to public services & budgets
- Access to funding & cost of finance
- Limited vision & resources of Council
- Welfare reform
- Housing emergency
- Climate change & net zero
- Demographic changes
- Increasing legislation & regulation
- Geopolitics & wars
- Cyber crime
- Recruitment of staff & board members



Our Communities

We operate within the town of Paisley, Renfrewshire, located some 7 miles west of Glasgow and boasting a rich history and built heritage. With a population of around 77,000 Paisley is Scotland's largest town. Like much of Renfrewshire, the town has an aging population, lower than average incomes, an average household size of just over two people, and pockets of both affluence and deprivation.

Like the rest of Scotland, most people live in owner-occupied housing (with 29% in social rent and 10% in private rent) where house prices remain well below the Scottish average (partly due to the high proportion of flats).

Local Housing Strategy

Renfrewshire's Local Housing Strategy (2023–2028) has five strategic priorities:

1. The supply and delivery of housing is increased across all tenures to meet the housing needs of different groups and create attractive and sustainable places.
2. People live in high quality, managed homes in sustainable neighbourhoods.
3. Address the challenges of climate emergency, delivering homes that are warm, energy efficient and fuel poverty is minimised.
4. Preventing and addressing homelessness with vulnerable people, getting the advice and support they need.
5. People can live independently for as long as possible in their own home and the different housing needs of people across Renfrewshire are being met.



Renfrewshire's Strategic Housing Investment Plan for 2024-2029

expects to invest £17m annually to

support the provision of new housing aligned with the priorities set out in the Local Housing Strategy.

Section 2: Context



Economic Outlook

Glasgow City Region includes Paisley and in its Economic Strategy (Dec 2021), it sets out priority actions to deliver on a vision that by 2030, Glasgow City Region will have the most innovative, inclusive, and resilient economy in the UK. Today, this vision appears especially challenging. With increasing job uncertainty and increasing costs, businesses and household incomes are under significant pressure. At the same time, public bodies urgently seek ways to balance their books which for many may mean reducing services and a refocusing of priorities.

Housing Emergency

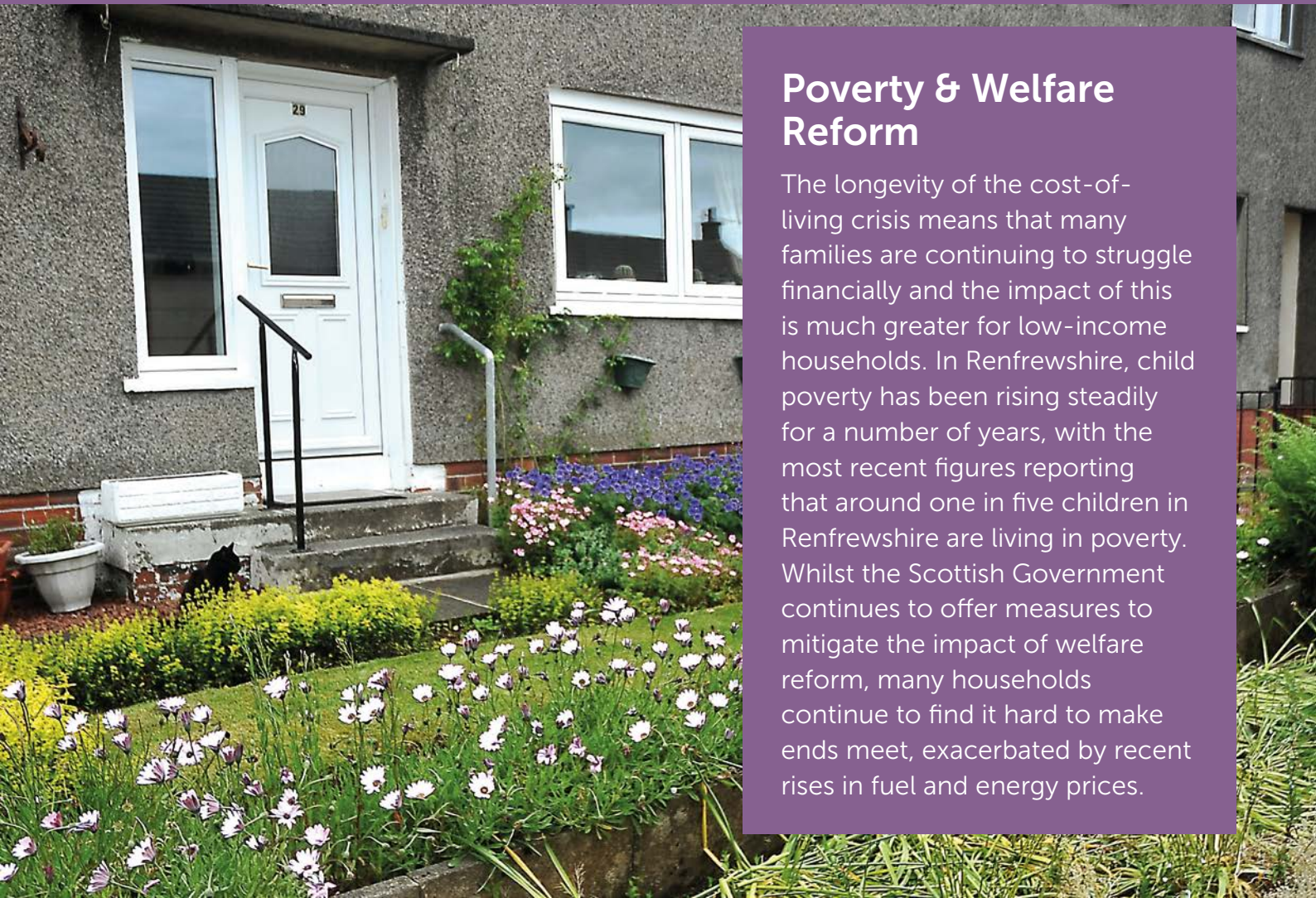
In May 2024, the Scottish Government declared a national housing emergency. Shelter Scotland report that a household becomes homeless in Scotland every 16 minutes. Nationally the number of households that became homeless in 2023/24 was up 4% from the previous year. While Renfrewshire Council has not declared a local housing emergency, it has reported a 23% increase

in homelessness applications over the last 4 years with over 10,000 children living in temporary accommodation in September 2024. The Council acknowledges that the local area is experiencing a range of significant housing supply and demand pressures similar to the rest of Scotland and has prioritised addressing homelessness in its current service improvement plan.

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Poverty & Welfare Reform

The longevity of the cost-of-living crisis means that many families are continuing to struggle financially and the impact of this is much greater for low-income households. In Renfrewshire, child poverty has been rising steadily for a number of years, with the most recent figures reporting that around one in five children in Renfrewshire are living in poverty. Whilst the Scottish Government continues to offer measures to mitigate the impact of welfare reform, many households continue to find it hard to make ends meet, exacerbated by recent rises in fuel and energy prices.

Climate change

In 2020, the Scottish Government declared a climate emergency and committed to a range of far-reaching targets. Their approach was supported by the 2020 Scottish Household Survey which found that 80% of adults agreed that climate change is an immediate and urgent problem.

Registered social landlords are keen to play their part in helping to mitigate the impact

of climate change and more specifically, achieve national and local carbon reduction targets. Like others, we are preparing for the introduction of the new Social Housing Net Zero Standard. This will present challenges for most social landlords, especially those like us with tenements, requiring us all to re-think our approach to asset management and sustainability.



Section 3: Strategy

Our business strategy provides an over-arching framework to help us articulate our ambitions, steer our course, maintain our pace and ensure we deliver the performance standards set by our Board. We have recently reviewed our strategy to bring greater focus to these next three years and as we move towards growth.



These four distinct, but interlinked, dimensions emphasise the importance we give to:

- **sustainability** - making a positive and lasting difference.
- **innovation** - continually seeking more efficient and effective ways of working.
- **Inclusion** - recognising and responding to the diversity of our community.
- **community** - placing our community and its needs at the heart of our organisation.

Our Vision:

Our vision for the future sets out what we are ultimately working towards, namely:

A safe, happy, healthy and thriving community.

Our Mission:

Our mission sets out our purpose and explains why we exist:

To be a sustainable, innovative and inclusive community-led organisation.



Our Strategic Direction

Throughout our history, we have gone through different phases in response to changes in our internal and external operating environment. We recognise the need to continually adapt, improve and innovate. Our Board has firmly pointed our strategic direction towards growth and sees these next two years as a time to prepare the groundwork for significant growth. This means more fully assessing the demand for growth, carefully

exploring the opportunities for growth, strengthening our capacity and capabilities to deliver sustainable growth, and identifying suitable partners. Our Board are interested in exploring all the various dimensions of growth, including building more homes, widening our service offer, expanding our commercial services through our subsidiary, working with more partners, and enhancing our reach into our community.

Our Strategic Goals

We have replaced our previous six strategic objectives with four strategic goals to help us to sharpen our focus and deliver positive and sustainable outcomes for our tenants, customers and community. Focusing on these goals will also help our Board to assess whether we have achieved our desired impact. All our activities will be aligned to deliver these four strategic goals:



Modern Homes

Our homes will be attractive, safe, energy efficient, accessible and affordable.



Responsive Services

Our services will be easy to access, meet local needs, demonstrate value for money and achieve high levels of satisfaction.



Productive Partnerships

Our partnerships will be integral to the success of our delivery, innovation, growth and community impact.



Resilient Organisation

Our organisation will be modern, financially strong, well-governed, and a great employer.

Together these different components form our strategic framework or strategic map (see Appendix C).

Section 4: Priorities

We have reviewed our strategic priorities for the next 3 years and how they will assist us in delivering our strategic goals. We will monitor this through our Strategic Delivery Plan (see appendix). These priorities and targets will flow down into our operational and team workplans.

Overview



Modern Homes

Our homes will be attractive, safe, energy efficient, accessible and affordable.

Over the next 3 years we will:

- continue to invest in our homes to ensure they meet modern standards and tenants' needs and expectations.
- prepare for new net zero requirements.
- remain fully committed to building new homes, given the ongoing housing crisis and our desire to increase choice.
- explore the potential to offer different types and tenures of housing.



Responsive Services

Our services will be easy to access, meet local needs, demonstrate value for money and achieve high levels of satisfaction.

Over the next 3 years we will:

- continue to ensure tenants are supported to maintain their tenancies.
- promote the services we currently provide and also review where services can be enhanced.
- explore how customers' needs are changing, how technology can be used to better effect, and where there are gaps in current provision.
- work with partners to enhance our tenancy and factoring or property management services.



Productive Partnerships

Our partnerships will be integral to the success of our delivery, innovation, growth and community impact.

Over the next 3 years we will:

- review and strengthen our approach to partnership working.
- continue to invest in our existing partnerships while seeking opportunities to attract new partners who align with our vision and values.
- build on our track record as a trusted partner with strong project management and delivery skills.



Resilient Organisation

Our organisation will be modern, financially strong, well-governed, and a great employer.

Over the next 3 years we will:

- continue to strengthen our organisational resilience.
- continue to invest in our people.
- seek to enhance our performance by managing risk, harnessing technology, and reviewing our processes.
- review our subsidiary organisation and explore the potential for growth and diversifying our income stream further.



Our Priorities for delivering Modern Homes

While we already have a comprehensive Asset Management Plan in place, we cannot afford to be complacent. The needs and aspirations of our tenants and owners are changing and we need to ensure that we continue to meet these. This means we will continue to seek opportunities to build more homes and where appropriate, refurbish, adapt or repurpose any properties which no longer meet current needs or future aspirations. As part of this, we will explore the potential for our subsidiary to offer different types and tenures of housing. We will also continue to prepare for the introduction of new net zero requirements which the government has yet to clarify.

While we explore these opportunities, we will continue to invest in maintaining our properties to a high standard, always ensuring tenant safety. These next three years will see us investing around £7m to replace components such as kitchens, bathrooms,

and windows. We will also continue to prioritise measures to address affordable warmth for our customers.

We will also continue to offer high-quality Property Management services via our subsidiary. Our customers are all owners of flats adjacent to our own property. In 18 closes, we are the minority owner, and the co-operation of the other owners is essential for ongoing maintenance and meeting higher energy standards. Currently we provide Property Management services to 283 customers (35% are owner occupiers and 65% private landlords) and expect this number to remain stable over the next 3 years. We have reviewed our Buying & Selling Strategy to take advantage of the ROTS (Rent Off the Shelf) Scheme focusing on the purchase of houses which help us become a majority owner in more closes.

Property Management service

over the next 3 years, we will:

	Year 1	Year 2	Year 3
Investment in our current properties and neighborhoods to maintain high standards.	✓	✓	✓
To grow and develop our Property Management Service via our subsidiary.	✓	✓	✓
Review our Asset Management Strategy (including planning for the introduction of SHNZS).		✓	
Work with Renfrewshire Council to consider the options for our existing land bank.			✓
Explore the potential to offer different housing types and tenures (with our subsidiary).	✓		
Introduce sustainable use practices to ensure our office building is well-maintained and used effectively.	✓	✓	✓
Continue to collaborate with FLAIR partners to seek procurement efficiencies.	✓	✓	✓
Ensure tenant and resident health & safety remains a priority.	✓	✓	✓

Section 4: Priorities



Our Priorities for delivering Responsive Services

We already deliver a range of services which include all the usual functions offered by a high-performing social landlord as well as some important additional services designed to help our tenants sustain their tenancies (e.g. Energy Advice and Welfare Benefits services). 95% of our tenants tell us that they are satisfied with these services.

Two thirds of our homes are in areas categorised as the 12% most overall deprived in Scotland.

Over the past few years, we have witnessed the increasing vulnerability of many tenants with some experiencing complex and multiple issues. We are also acutely aware of changes in the support available from other organisations, no doubt due to the challenges they face in meeting high levels of demand with limited resources. All of this means that we expect the pressure on our housing and support services to continue to increase. Despite our Housing Officers having a designated role to assist in sustaining tenancies, we know that we cannot address these complex issues alone. Working closely

with our tenants, partners and other support agencies to develop practical solutions will be critical to improving our 94% tenancy sustainment rate of 23/24.

Enshrined in our new mission statement is our desire to engage effectively with our customers. Our most recent tenant survey was in 2022 and reported that 85% of our tenants are satisfied with the opportunities we offered them to participate. Since then, we have been working hard to engage with all our customers (tenants and owners) seeking opportunities for dialogue, feedback and insight. Looking to these next two years, we are also keen to ensure that we fully promote our current services in an effort to increase awareness and take up.

As we develop our understanding and response to our customers' changing needs, we will take the opportunity to review and refine our housing and support services as required. This is likely to include new ways of working, developing our skills, enhancing our partnerships, and ensuring the ongoing sustainability of our services.

over the next 3 years, we will:

	Year 1	Year 2	Year 3
Continue to ensure tenants are supported to maintain their tenancies.	✓	✓	✓
Explore opportunities to expand our services.	✓	✓	✓
Collaborate with others to enhance the support services available to our tenants.	✓		
Continue to support specific measures to enhance community resilience.		✓	
Increase the digitisation of our services where appropriate.	✓	✓	✓
Ensure we have appropriate skills and experience.	✓		
Introducing a new Customer Involvement Strategy.	✓		
Strengthening our approach to using customer data and insight to shape our services.	✓		



Our Priorities for delivering Productive Partnerships

We have a long history of successful partnership working including collaborative projects, joint funding bids, joint procurement, joint training and adopting the Renfrewshire common allocation policy. Together these have helped us to improve our performance, increase our impact, pull our resources, offer cost savings and efficiencies and improve key stakeholder relationships.

Looking forward, we remain committed to collaboration and partnership working and expect to see this strengthen over the next two years. One of our main vehicles for partnership will continue to be FLAIR. Now over 25 years old, the partnership has gone from strength to strength and has spawned several successful initiatives including the FLAIR Academy (which offers a joint approach to Board recruitment and induction) and iFLAIR (which offers a joint approach to

procuring planned and cyclical maintenance contracts). We will continue to support and invest in these important initiatives.

Rather than always seeking to recruit additional skills, we expect to continue to utilise service level agreements to buy in specialist skills or services where this makes economic sense. Currently we purchase development services from another RSL and expect to see this continue over the next 3 years.

As we work towards growth over these next two years, we will look for opportunities to collaborate on new projects with a range of partners where this offers added value for our customers and community. Taking a fresh approach to how we collaborate should help us to spot new opportunities and generate wider benefits.

over the next 3 years, we will:

Build on our track record of strong project management and project delivery.

Review and strengthen our approach to partnership and collaboration.

Continue to work with others to secure additional resources for our most vulnerable tenants.

Identify new partners who can assist in the achievement of our growth ambitions.

Review and utilise service levels agreements to buy-in additional skills and or services.

Explore longer-term, strategic partnerships (e.g. new homes or new technologies).

Develop the opportunities to work collaboratively within FLAIR.

Year 1	Year 2	Year 3
✓	✓	
✓	✓	
✓	✓	✓
✓	✓	
✓	✓	
✓	✓	
	✓	

Section 4: Priorities



Our Priorities for delivering a Resilient Organisation

Our Board continues to closely monitor our performance and financial position to assess the impact of the challenging economic climate on our business. Through careful management we have successfully maintained our stability and resilience. With continuing economic uncertainty, we know that we cannot afford to be complacent here. Nonetheless, our Board is also ambitious, optimistic and keen that we use these next 3 years to plan for our future growth. This is likely to include a review of our subsidiary organisation and its potential for sustainable growth.

We recently made changes to our staff structure and strengthened our approach to Board and staff succession planning. These changes were highly successful with many positive outcomes. Over these next 3 years we will continue to invest in our people (staff and Board members) ensuring they have the tools and support to carry out their roles effectively. We will also invest in our organisational culture to enhance job satisfaction and employee wellbeing.

We continue to improve our use of digitisation which has already led to improvements in internal and external communication, customer self-service, and more effective and efficient working. Over the next 3 years, further digitisation will continue to take place, helping our staff and Board members to work more effectively and efficiently. We are committed to continuing to invest in appropriate, innovative technologies to support both customer-facing services and back-office functions. We will also continue to invest in robust measures to maintain effective cyber security going forward.

As material, labour and energy costs continue to rise, we expect to see increasing pressures on rent levels. As we move into 2025/26 with a 4.5% rent increase as well as an increase in some services charges, our Board continues to seek tangible service improvements and operational efficiencies to ensure we continue to offer value for money to our tenants and owners. Continuing to strengthen our assurance and reporting systems is an important part of this process.

Over the next 3 years, we will:

	Year 1	Year 2	Year 3
Strengthen our organisational resilience.	✓	✓	✓
Invest in our people and organisational culture.	✓	✓	✓
Roll out our digitisation plans, ensuring robust and comprehensive cyber security.	✓	✓	✓
Test the affordability of our rents and Property Management service charges.	✓	✓	✓
Strengthen our approach to risk, assurance, and reporting.	✓	✓	✓
Explore opportunities for growth.	✓	✓	✓
Review our subsidiary and its potential for sustainable growth.	✓	✓	✓

Section 5: Resources

We are fully committed to safeguarding our short, medium and long-term viability. By making the best use of our resources, we will ensure we remain a strong, successful and sustainable organisation.

Financial Health

We are a robust, resilient organisation demonstrating a strong financial position over the short, medium and long term. Whilst the impact of the ongoing cost of living crisis has had some detrimental impact on our operational performance (e.g. cost of operational costs and our

planned maintenance programmes), any prior fears of significantly increasing arrears, voids and bad debts have not materialised. Nonetheless, our Board has adopted a cautious approach to ensure that this business plan can be funded from our cash reserves.



Financial Viability

This business plan ensures our overall viability in the medium term. Updated with new five year financial plan figures March 25

	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000	29/30 £'000
Total surplus/(loss)	838.3	392.2	787.8	873.6	1,021.80	1,137.70
Net Worth as at 31 March	28,373.90	28,766.10	29,553.90	30,427.50	31,449.30	32,587.00
Cashflow as at 31 March	8,295.10	3,162.60	1,956.00	1,877.50	2,055.00	2,957.40

Section 5: Resources

Financial Planning

We continue to regularly update our 30-year financial plans, which we use to review the longer-term implications of any changes to our financial assumptions. Together with our 5 Years financial plan, these plans are aimed at demonstrating our ability to meet all our financial commitments, compliance with loan covenant obligations and support the delivery of our strategic objectives and delivery plans.

Projections include a statement of comprehensive income, a statement of financial position and a statement of cashflows and are consistent with the requirements of the Scottish Housing Regulator. To ensure our financial planning is robust and can respond to future uncertainties, we carry out sensitivity

analysis to stress test our key assumptions. Over the longer term, ongoing reduction in rent rises and higher maintenance inflation continue to have a large negative impact on our cashflow. Our sensitivity testing also includes the testing of financial covenants which generally reveals no predicted failures or issues of concern.

However, the main concern is the costs estimated to deliver the Net Zero Standard (SHNZS) would result in the negative cash & failing covenants from 27/28 unless significant grant funding can be found or rents rise by approximately an additional 10% per year above the basic increase already assumed, for the next 9 years.



Financial Assumptions

The key assumptions made in this business plan and our 5-year financial plan include:

- Moving toward using CPI (Consumer Prices Index) rather than RPI as the base line inflation in our business planning as this is the Government's preferred inflationary rate and better reflects the Regulator's thinking on rent increases.
- All Rents are now at the Target Rents as of 28 March 2025. The Rent Harmonisation is now complete.
- Our pension costs now reflect our move to the Defined Contribution Scheme at a maximum of 12% employer contribution plus Life Insurance Cover. It also included estimates for the reintroduction of the Defined Benefit Pension Deficit Contributions from April 2026.
- Our business plan and financial projections now include a provision for our CTI project at Orchard Street which went on site Summer 2024, due to come off site in 2026/27.
- We do not require any further borrowing during this next business plan period. However, we would require borrowing for any new developments, beyond Orchard Street, as well as to fund any the additional expenditure to meet the projected Net Zero Requirements. Although even with additional borrowing we expect we can't afford to self-fund all the projected Net Zero costs and would require grant assistance. The draft Standard is still being reviewed by the Scottish Government.
- Our other financial assumptions for the coming year are as follows:



	25/26	26/27	27/28	28/29	29/30
Void and bad debts	0.75%	0.75%	0.75%	0.75%	0.75%
Gross Rent Arrears	2.5%	2.5%	2.5%	2.5%	2.5%
Rent increase	4.5%	3.5%	3.0%	3.0%	3.0%
Inflation (CPIH)	3.5%	2.5%	2.0%	2.0%	2.0%
Loan Interest rates	4.25%	4.00%	4.00%	3.50%	3.50%
Staffing costs	4.0%	3.0%	2.5%	2.5%	2.5%
Repair & maintenance costs	4.5%	3.5%	3.0%	3.0%	3.0%

- For service charges for our Property Management Services, we have generally adjusted income in line with revised estimated costs or inflation as per estimated inflation.

Section 5: Resources

Our People

In the face of the current housing emergency and economic uncertainty, our people remain our greatest asset in delivering our strategic objectives. To meet these challenges while maintaining excellence in service delivery, we must evolve and strengthen our organisational culture.

Drawing on our core values of integrity, respect, positivity and community, we are committed to fostering stronger collaboration, deepening mutual respect, and reinforcing our shared commitment to community service. The success of our mission depends on maintaining strong connections between our day-to-day work and our broader social purpose – our effectiveness as a housing provider is fundamentally linked to the engagement, wellbeing, and capabilities of our people.



Organisational culture and values

While we have successfully maintained operational effectiveness through hybrid working, this shift has created some unintended barriers to team collaboration. Our senior team will undertake focused development work to lead our cultural transformation. This leadership journey will equip them to guide our organisation as we evolve from a task-focused approach to a more community-centred culture. This work takes on additional significance as we adapt to our new office location and seek to strengthen connections with our tenants.

Team structure and development

Our workforce is organised around key service areas that enable us to deliver effectively for our tenants:

- Housing management
- Welfare Benefit and Energy Advice
- Tenant support
- Customer Service
- Property Management (owners)
- Asset and estate management
- Finance, IT and corporate support.

As we evolve to become more community-focused, we need to ensure our structure promotes collaboration across teams while maintaining specialist expertise.

Purpose, Way, and Impact

To support this evolution, we are embarking on a journey to articulate more clearly:

- Our Purpose – why we exist and the difference we make.
- Our Way – how we work together and with our community.
- Our Impact – the measurable difference we make in people's lives.

We will undertake a comprehensive culture review to help us better understand and



articulate these elements. This work will involve all staff members and will be crucial in shaping our future direction.

Professional development

To support our people in delivering excellent services, we will invest in comprehensive development opportunities including:

- Structured training programs
- Leadership development to build future capacity.
- Cross-team working and learning to promote understanding and collaboration.
- Sector-specific and technical training to maintain expertise.
- Workshops and conferences to share best practice and drive innovation.

This approach ensures our teams have both the specialist skills needed for their roles and the broader understanding required for effective community-focused service delivery.

Employee wellbeing and support

To deliver quality, community-focused services, we recognise the need to continue to implement and develop;

- Comprehensive health and wellness initiatives
- Flexible working arrangements that maintain service quality
- Support services that enable staff resilience
- Team-building activities that strengthen collaboration.
- Work-life balance approaches that sustain long-term engagement.

Communication and engagement

We will maintain open channels of communication through:

- Regular team meetings and briefings
- Staff surveys and feedback sessions
- Cross-departmental collaboration forums
- Internal newsletters and updates

- Annual staff conferences
- Regular Workshops and Lessons Learned

Our commitment to transparent communication helps ensure that every team member understands how their role contributes to our broader social mission.

Section 5: Resources

Future focus

As we continue to evolve, we are concentrating on:

- Strengthening team collaboration
- Enhancing community involvement
- Developing leadership capabilities
- Building stronger connections between daily tasks and social impact
- Maintaining high standards of service delivery while nurturing our community-centred culture

We will maintain our high-quality **service** and team **performance** through:

- Regular performance reviews

- Quality assurance frameworks
- Tenant satisfaction monitoring
- Continuous improvement initiatives
- Industry benchmarking

We will strengthen **community connection** through:

- Tenant involvement activities
- Community outreach programs
- Local partnerships
- Social responsibility projects
- Volunteer opportunities

Looking ahead

We recognise that our future success depends on:

- Maintaining strong team cohesion despite evolving work patterns.
- Ensuring our excellent operational performance supports our social mission.
- Developing future leaders who understand both technical and community aspects.
- Creating meaningful connections between staff and tenants.
- Building a resilient, adaptable workforce ready for future challenges.

The upcoming culture review will help us better understand how to:

- Strengthen the connection between our operational excellence and social purpose.
- Support our senior team in leading cultural change.
- Define and embed our Purpose, Way, and Impact throughout the organisation.
- Create meaningful engagement opportunities for all staff.



- Build a more community-centered approach to service delivery.

Our people are more than just service providers – they are community builders, problem solvers, and advocates for positive change. By focusing on their development, wellbeing, and engagement, we ensure that Paisley Housing Association continues to deliver excellence in housing services while making a meaningful difference in our community.

Through this balanced approach to people management and development, supported by our forthcoming culture review work, we will maintain our high standards of service while creating a fulfilling and supportive work environment that enables our team to thrive and our community to prosper.



Section 6: Risk

Effective risk management is essential to any successful business. We recognise the role risk management plays in good governance and accountability, effective decision-making and delivering good outcomes for our customers.

Approach

We take a careful approach to risk management to ensure that we:

- are flexible and responsive to internal and external demands.
- can make informed decisions.
- can provide sufficient assurance to our Board and stakeholders.
- reduce incidents and control failures; and
- can achieve our key targets and priorities.

Risk Management Framework

We have reviewed our Risk Management Policy and strengthened our risk management framework to ensure an effective approach to risk identification, assessment, control, management, monitoring, and review. Our framework is designed to:

- integrate risk management into our culture.
- raise awareness of the need for effective risk management.
- encourage a positive approach to risk management.
- support improved decision-making, innovation, and performance through a good understanding of risks and their likely impact; and
- manage risk in accordance with good practice.



Strategic Risks

Our current Risk Register identifies our foremost strategic risk themes as:

- **Fail to deliver the Strategic Plan**, or the Strategic Plan is not supported by a strong business case/ financial plan or does not deliver our objectives.
- **Clean Energy Efficiency**: We do not meet Scottish Governments plans for SHNZS
- We do not comply with the **requirements of the regulatory standards**, resulting in SHR statutory intervention.
- We do not comply with **Data Protection, FOI & Complaints Handling Legislation & Regulations**, resulting in legal action, fines and reputational damage.
- **Breach Health and Safety and** associated legislation regarding **tenant safety** and safety of staff, Board members, contractors and members of the public resulting in litigation, regulator intervention, reputational damage.
- Weak **Governance structure** resulting in failure in achieving objectives.
- **Procurement** challenges, uncontrolled spend and ineffective contract management result in loss of key services, fines, reputational damage, SHR intervention.
- **Staffing** shortages/ skills gap and high turnover of staff affects delivery of Strategic Plans
- Poor **Cyber resilience** and we suffer a cyber-attack that affects our ability to operate.
- Inefficient use of **Technology**
- Unstable **Economic Environment and Cost of Living Crisis** – risk of High Inflation, increased costs, high interest rates and our customers struggle financially to pay rent.
- **Lack of Availability of funding** or the Cost of Loan Finance is too high.
- Pressure to deliver **more Services to Tenants**
- Increasing number of **vulnerable tenants** requiring additional support to manage their tenancies.
- **Development** capacity / available skills / available development funding does not meet our development ambitions resulting in failure to deliver our planned programme
- Unplanned problems occur with the **Current Development** Orchard St Development while the contract is on site.

Audit & Risk Committee

Our Board is responsible for overseeing risk management. It is assisted by our Audit & Risk Committee, charged with monitoring the management of Strategic and high-level risks, reviewing the risk appetite,

ensuring proper controls are in place and annually reviewing our approach to risk management. In addition, the committee oversees our annual programme of internal and external audits.

Section 7: Monitoring & Review

This business plan is supported by a Strategic Delivery Plan, set out as an appendix to this business plan. Our Board will use this Delivery Plan to monitor and evaluate our strategic performance against this business plan, making adjustments as appropriate.

Performance Management

As our core strategic document, this business plan lies at the heart of our performance framework and allows our strategic objectives and priorities to be cascaded down through the strategic delivery plan into our operational workplans. We have effective performance reporting processes in place which report our performance against our business plan strategic objectives to our Board using agreed key performance indicators and targets (see the delivery plan attached as an appendix).

Towards an Outcome Approach

Our delivery plan is outcome focused. These short concise statements reflect the impact or results we want to achieve. We know that there will be other factors which can affect our ability to achieve these outcomes, some of which may be outwith our control. Nonetheless, we are keen to have a performance framework in place to help our Board (and other stakeholders) assess how well we are delivering on our mission and specific strategic objectives. We will continue to develop and refine this approach over the period of this business plan.



Strategic Delivery Plan

The Strategic Delivery Plan is primarily designed as a tool for the Board to assess strategic performance (i.e., how well we deliver our strategy). In the context of the ARC (which we use to report on how well we meet the Scottish Social Housing Charter standards, our Assurance Statement and our Annual Report (which we use to report to our community on our recent achievements and how well we have delivered our services), our strategic performance cannot afford to get lost. Our Board is responsible for setting our strategic direction and understandably needs a tool to help it understand whether the agreed strategy is working and the desired outcomes are likely to be delivered.

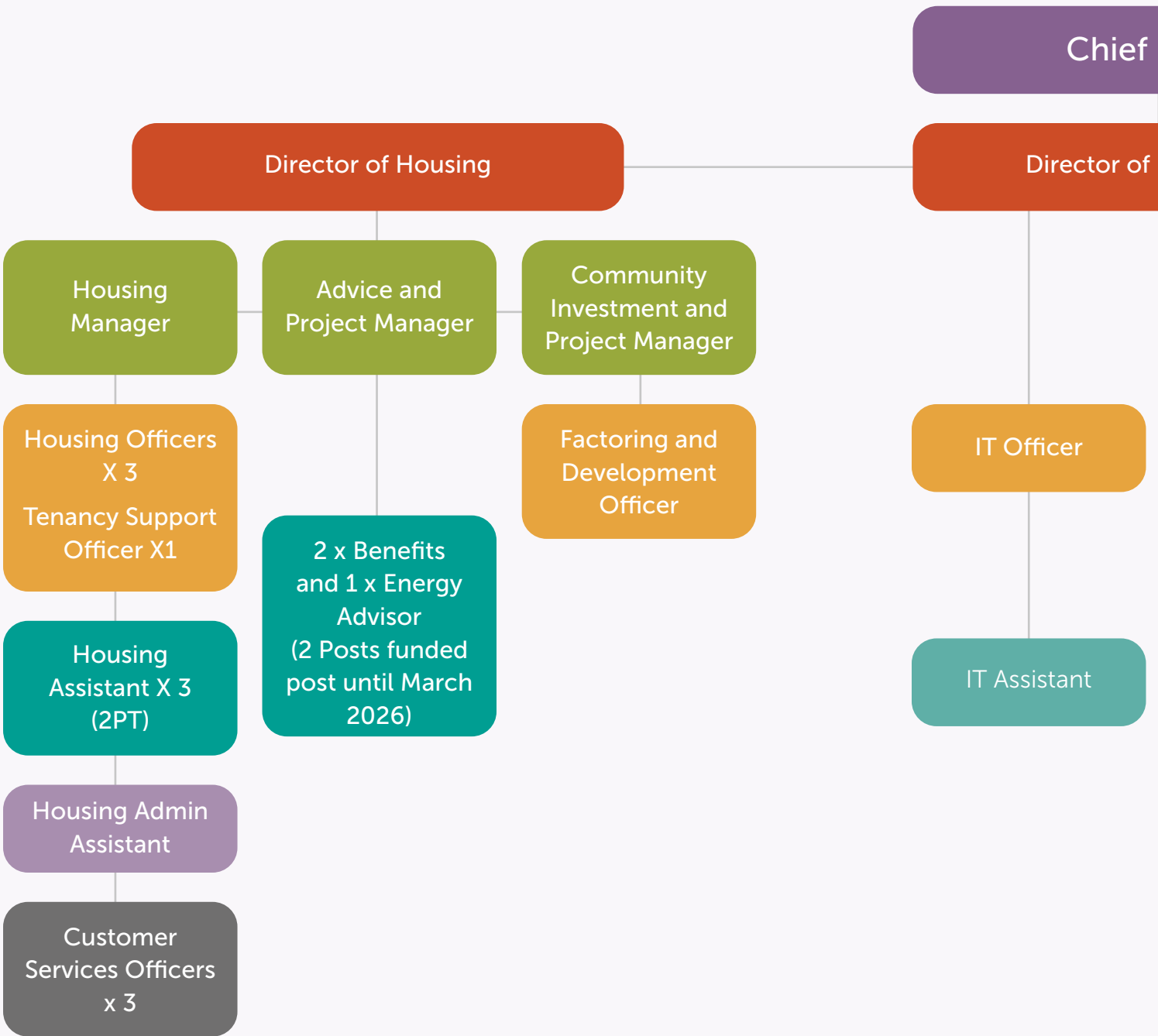
Related Strategies

- Asset Management Strategy
- Community Investment Strategy
- Community Involvement Strategy
- Value for Money Strategy.
- Operational Service Delivery Plans
- 5 Year Financial Plan
- 30 Year Financial Model
- Strategic Risk Register

Paisley Housing Association Organisation Structure – May 2025



Paisley Housing Association



Staff Structure – May 2025





Strategic Map 2025-28

Our Vision: A safe, happy, healthy and thriving community

Our Mission: To be a sustainable, innovative and inclusive community-led organisation



Our Strategic Goals:



Modern Homes

Our homes will be attractive, safe, energy efficient, accessible and affordable.

Over the next 3 years we will:

- continue to invest in our homes to ensure they meet modern standards and tenants' needs and expectations.
- prepare for new net zero requirements.
- remain fully committed to building new homes, given the ongoing housing crisis and our desire to increase choice.
- explore the potential to offer different types and tenures of housing.



Responsive Services

Our services will be easy to access, meet local needs, demonstrate value for money and achieve high levels of satisfaction.

Over the next 3 years we will:

- continue to ensure tenants are supported to maintain their tenancies.
- promote the services we currently provide and also review where services can be enhanced.
- explore how customers' needs are changing, how technology can be used to better effect, and where there are gaps in current provision.
- work with partners to enhance our tenancy and factoring services.



Productive Partnerships

Our partnerships will be integral to the success of our delivery, innovation, growth and community impact.

Over the next 3 years we will:

- review and strengthen our approach to partnership working.
- continue to invest in our existing partnerships while seeking opportunities to attract new partners who align with our vision and values.
- build on our track record as a trusted partner with strong project management and delivery skills.



Resilient Organisation

Our organisation will be modern, financially strong, well-governed, and a great employer.

Over the next 3 years we will:

- continue to strengthen our organisational resilience.
- continue to invest in our people.
- seek to enhance our performance by managing risk, harnessing technology, and reviewing our processes.
- review our subsidiary organisation and explore the potential for growth and diversifying our income stream further.





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