



Strategic Plan 2018 – 2021

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About NB Housing

NB Housing is a registered social housing association and has charitable status. The association currently manage a stock of 970 units. Our portfolio extends to a range of supported housing, housing for the elderly and general family accommodation. The association is governed by a Board of Management who are appointed by the shareholders to set the strategic direction and provide oversight on the performances of services. These very responsible positions are voluntary and no dividend is payable for a member's service.

We employ 31 staff including support staff within our supported housing schemes, caretaking service staff and head office personnel. Our purpose is to provide high quality affordable social homes, creating sustainable neighbourhoods and communities.

Our Mission

“To provide affordable homes that build vibrant neighbourhoods and communities.”

Our Vision

“Is to lead physical, social, and economic regeneration through outstanding social housing.”

Our Values

“We are a valued based organisation and believe in our values that support the way that we build homes and communities.”

LEADERSHIP

“We will demonstrate our leadership through the excellence of our housing and services, and the professionalism of our team.”

ASPIRATION

“We encourage the aspirations of our employees in their own personal and professional development. In the same manner we encourage communities to aspire to better standards of housing and regulation.”

PERSONAL

“We build homes not houses. We consider the needs of families, individuals, and the community before anything else in our development.”

ESTEEM

“We value more than the physical regeneration of housing stock, but the restoration of esteem that people have for themselves, for their home, and for their community.”

COMMUNITY/TOGETHERNESS

“We will listen to and respect each other working together to achieve a vibrant and prosperous community. We act collectively as one team to support one another, working co-operatively, respecting each other's views, and making our work environment enjoyable.”

INTEGRITY

“We will be accountable and transparent to our customers, respectful of our tenants and proud of our service delivery.”

Chairman's Foreword

As Chair, I feel that NB Housing since incorporation in 2014 has grown into a successful housing association, well placed to continue, enhance and adapt our operations moving forward and improve our tenant services.

We have just successfully concluded our first three year Corporate Plan that largely focused on merging operations from two independent associations to NB Housing. Business operations have been aligned and our Vision, Mission and Values are bedded in every day activity. This has been evidenced in our performance not only in service quality, customer rating and financial success, and we are now well placed to move onto the next development period.

Looking to the future there are many challenges ahead which will impact our business, our tenants and those who need our services. The potential impact of Welfare Reform is yet to be realised, pressure is being applied to reduce charges and income streams, while demand for new build continues to rise.

NB Housing have developed a robust business planning process that focuses on our ambition to provide a high quality service, while expanding our property portfolio and financial capacity. This strategic plan has three core objectives:

- To be a good business
- To provide a good service to our tenants and community
- And to build for the future

We realise the contribution NB Housing can make when delivering its services and the social advantage this can provide to tenants and the communities we serve. We value tenant participation and take account of tenant's views and opinions when reviewing our services so these will be improved.

We continue to focus on leading and supporting our staff to achieve their potential and contribution to the success of the association. We have a very committed team who appreciate their individual role in the delivery of our services.

We look forward to delivering this strategic plan and value the commitment and role of our many stakeholders.

Our Plan

This plan has been developed from feedback from our Board, employees and service users. It highlights our priorities and aspirations over the next three years. We are committed to continuous improvement and wish to make a positive difference. Our performance to date has been good however to maintain and improve this performance we need to constantly challenge our approach and learn from experiences and others who demonstrate best practice approaches.

This Strategy will set out the association's intentions and objectives and provide challenging targets for the team to deliver an improved product and service to our tenants over the next three years. A separate annual business plan will set specific tasks that are necessary to achieve the overall business aims contained in this Strategic Plan.

Our Operating Environment

The next three years are likely to provide many challenges, with pressures applied on grant funding, pressure to raise interest rates, impact of Brexit not only on the supply of goods and services delivered by the association but the impact on our customers, stakeholders and suppliers and the roll out of Universal Credit and Welfare Reform.

Despite the challenging and uncertain environment, NB Housing will seek opportunities to improve and enhance our service to assist our customers face these pressures. We will continue to work with and grow our partnerships to provide an all-encompassing service, which will attempt to address not only the housing but other important services required.

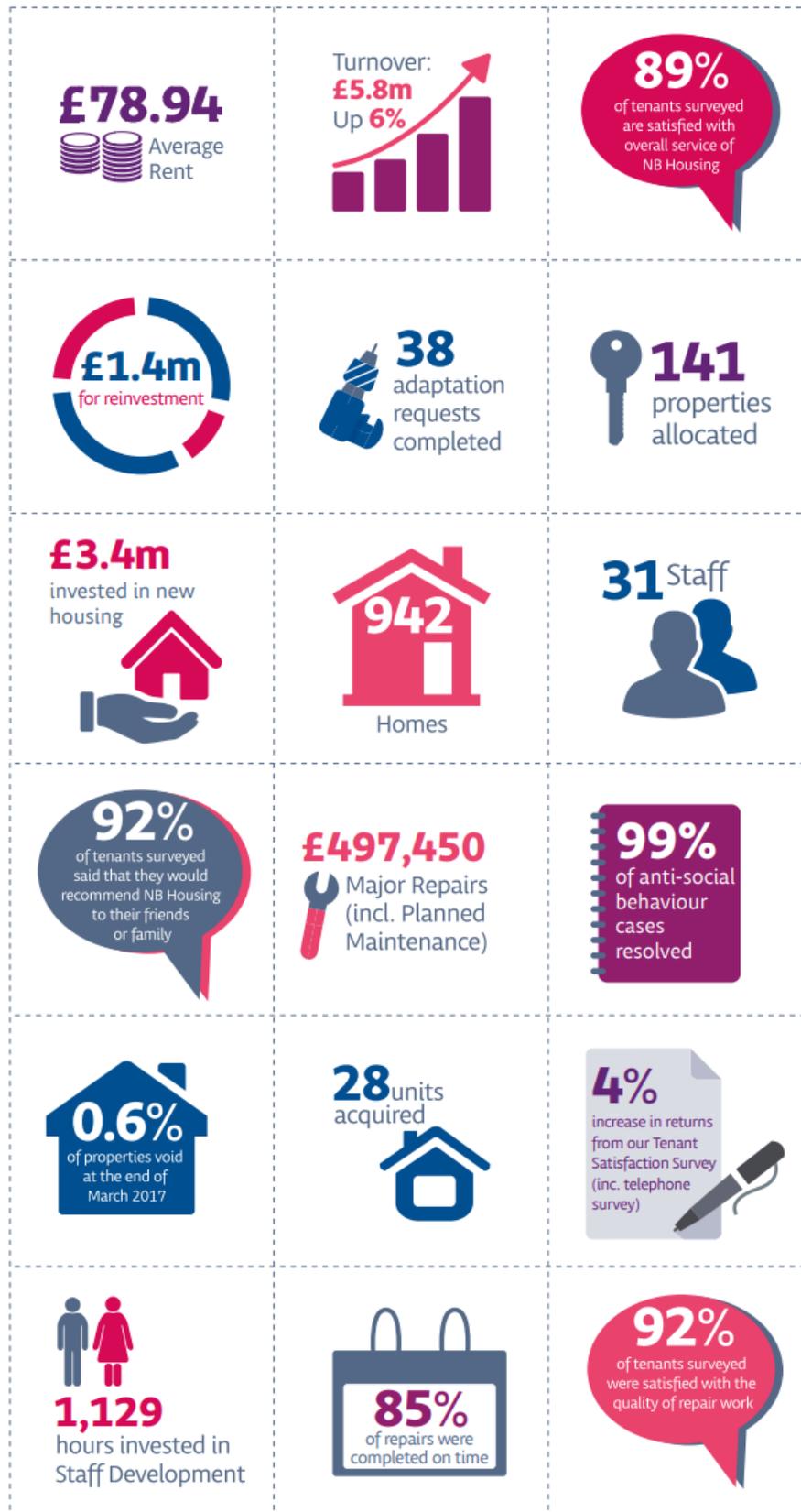
As demand continues to grow for social housing we wish to be an active contributor to addressing this need. In Belfast city alone, latest figures state that 10,000 families are on the waiting list with a further 7000 in "housing stress".¹ We have set a target to deliver 150 new dwellings either purchased or on site.

As our current stock ages we are very mindful of the need to protect our assets and to have effective contract arrangements in place to deliver replacement and improvement programmes that achieve value for money and maximize tenant satisfaction.

NB Housing is a strong and successful social business. We will continue to monitor our financial performance against other associations and ensure that we are performing among the best associations. To deliver this ambitious strategy we will put in place realistic annual business plans with resources allocated to our priorities.

¹ <https://www.belfastlive.co.uk/news/belfast-news/2000-social-housing-units-belfast-14539210>

Results from 2017



Strategic Aims

There are three over-arching aims to our new strategic plan:

To be a good business: this involves effective governance through a strong board with the right mix of skills. It also demands prudent financial management during a period of uncertainty. It involves the aim to deliver an efficient, effective and economically sound business with a social purpose.

To provide a good service to our tenants and community: we plan to do more for our existing tenants and the community in which we operate through increased and improved services and to constantly innovate and implement best practice in all our tenant services.

To build for the future: we want to play our part in meeting housing need now and in the future and will expand our property portfolio as laid out in our property development plan. Our property and tenant service improvements will be future proofed to take account of the pace of change in the demographics of the tenant base, in technology and in the economy. .



Our Aim: To be a good business

This involves effective governance led by a highly skilled, professional Board who have the talents and ambition to drive the business to achieve its goals. It also demands prudent financial management during a period of uncertainty. It involves delivering an efficient, effective and economic sound business while managing and mitigating risks. Our approach to risk is not to restrict our activity or growth but to ensure we have proper assessments and controls to effectively manage risk, protect the organisation for the future and to be a good business with a social purpose.

OBJECTIVES

- ❖ To have a strong Board with a range of skills to provide effective strategic guidance
- ❖ To achieve consistently high standards of performance and regulatory compliance
- ❖ To be recognised as a reputable housing association by our stakeholders, funders and community
- ❖ To manage our resources efficiently and effectively, maximize our investments in our assets and ensure we have the financial strength and capacity to deliver our business
- ❖ To maintain a robust approach to risk management and ensure our business planning systems, policies, procedures and processes are of the highest standard
- ❖ To recruit, develop and retain excellent people and promote a “think customer” culture
- ❖ To develop information and communication technology to ensure the efficient use of resources, improve service delivery and enhance communication to our tenants, staff and stakeholders

Our Aim: To provide a good service to our tenants and community

Our aim is to design and deliver high quality services with our customers and enhance their quality of life by providing comfortable homes and sustainable communities. We will encourage tenants, customers and the community to be involved in shaping our services. We are committed to delivering effective services which represent value for money and promote positive impacts.

OBJECTIVES

- ❖ To promote a culture of respect and participation between the association, our tenants and the community.
- ❖ To encourage tenants to influence decisions made by the association and to provide feedback on our services.
- ❖ To deliver efficient, effective and targeted services to meet the ever increasing diverse needs of our customers.
- ❖ To develop our work in supporting tenants maintain and manage their tenancies and fulfil the obligations contained in the tenancy agreement through partnerships with other agencies and providers.
- ❖ To achieve challenging key performance targets to measure our service delivery performance over all activities.
- ❖ To invest in modern innovative technologies that improve tenant experience of our service and enable more efficient use of resources. .

Our Aim: To build for the future

Our aim is to provide good quality social housing for those in need, and to ensure our homes are well maintained and fit for purpose. Property development to meet the needs of those on the housing waiting list is core to our purpose as an association and this is evidenced in our mission statement, “To provide affordable homes that build vibrant neighbourhoods and communities.” The financial capacity to develop new homes and deliver our development programme is essential to this aim.

OBJECTIVES

- ❖ To be an active provider of the Northern Ireland Social Housing Development Programme.
- ❖ To provide new sustainable neighbourhoods that are energy efficient and well designed in line with best practice and influenced by tenant feedback.
- ❖ To expand our geographic area of operation subject to positive scheme management viability assessments.
- ❖ To minimise the whole life cost of our homes by adopting design standards that ensure our properties are economical to maintain.
- ❖ To grow our development team and ensure adequate financial resources are in place to deliver our development programme and ambition.
- ❖ To allocate adequate financial resources to the effective long term maintenance of our existing properties.
- ❖ To ensure our asset investment decisions are based on accurate assessment of the condition of our stock.

How we will deliver

The Strategic Plan will inform everything we do. It will be delivered through a series of annual business plans which will set out operational targets for departments and will be used to inform our staff performance targets each year.

The delivery of the Strategic Plan will be overseen by the NB Housing Board and will be reviewed regularly to take account of any internal and external changes, and to give ensure that the strategy is still fit for purpose to achieve our mission as a sustainable business.

An annual business plan will be agreed each year and its delivery will be monitored by our Board using performance indicators as part of the governance process.

The Chief Executive is responsible for the delivery of the annual business plan and the actions within it. Supported by the senior management team, each action will have an owner and be time bound. Each action will have a performance indicator to monitor successful achievement or otherwise. The work of all NB Housing Staff will be linked to the annual plan through each staff member's individual performance reviews.

This document is the route map to where we hope to be in three years. The Strategic Plan will ensure we harness all of our talents and resources to get there. .