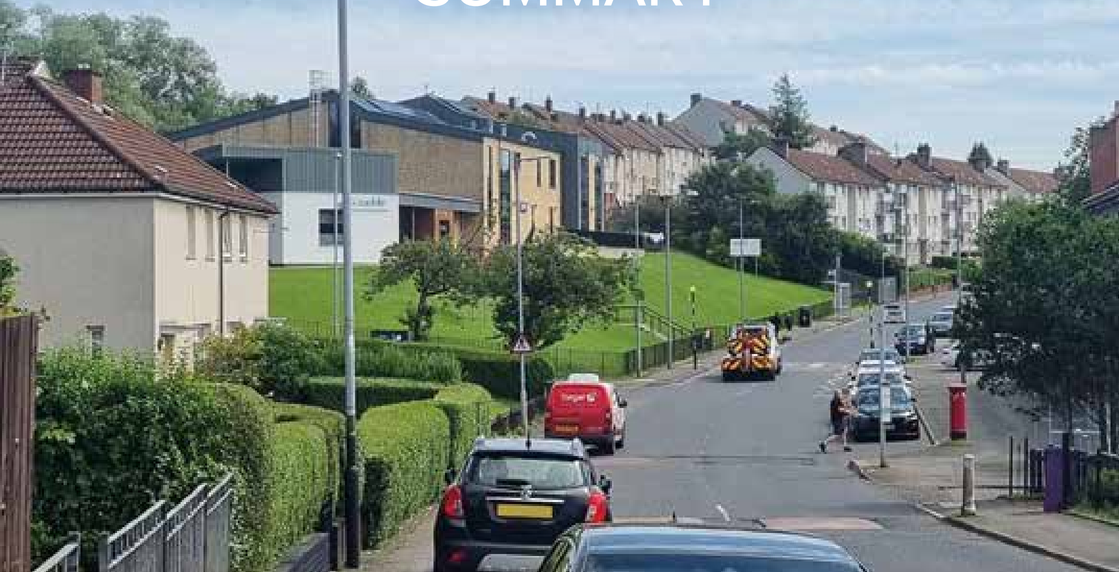
cadder
HOUSING ASSOCIATION

BUSINESS PLAN 2025-28

Summer 2025

SUMMARY



Contents

1. Executive Summary

The Business Plan is a key document that sets out Cadder Housing Association's strategic direction through our Vision, Values, Mission Statement and Strategic Objectives. The Plan is mainly an internal working document, used by Board and staff to assist our planning, implementation, monitoring and evaluation of our work for the period 2025-2028. The Plan is also supported by the Community Hub Business Plan and other associated strategies.

We recognise that our tenants and other customers continue to be impacted by increasing financial hardship due to rising energy prices and higher cost of living. These are exacerbated by higher unemployment and reliance on welfare benefits. We also recognise that due to a combination of Brexit and the aftermath of the pandemic there were significant supply chain issues, which have and may continue to impact on the Association's costs. Over and above this, Cadder is committed to playing our part in reaching net zero carbon by achieving EESSH2 by 2032.

The Business Plan for 2025-2028 focuses on how to square the circle between rent affordability, quality of housing and services and sustaining our long term financial viability.

Our Strategic Objectives for the Business Plan 2025-28 are:

Improving

- **Our Customer Service and Satisfaction**
- **Our Housing Quality and Health & Safety**
- **Our Business Performance**
- **Our Governance, Compliance and Financial Sustainability**

2. Vision, Mission, Strategic Objectives, Values & Culture

Statement of Strategic Intent

Cadder's Board and Staff conducted the three-yearly review of the Association's vision, mission, values and strategic objectives at the Business planning day on 8th November 2024. Along with the delivery plans these have subsequently been reviewed and approved by our Board. We have carried out consultation with our Residents' Group who are happy to endorse the statements and delivery plans.

For the Business Plan 2025-28, our statements of strategic intent are as follows:

Vision:
"Making a positive difference to your home and community"

Mission:
"Providing safe, affordable homes in a community where people choose to live."

Our Values

The following values will shape our culture and how we do business to achieve our vision, mission and the strategic objectives set out in this plan. They underpin all the work that we do.

COMPASSIONATE
We show empathy and treat people as valued individuals.

APPROACHABLE
We ensure a welcoming, safe environment for our customers.

DEDICATED
We will endeavour to meet the needs of our customers aspirations.

DIVERSE
We embrace the diverse nature of our community.

ENGAGED
We provide opportunities to promote community engagement.

RESPONSIVE
We deliver our promises and commitments to our customers.

3. Strategic Analysis

Strategy Development

In November 2024 the Association's Board and Staff undertook a strategic analysis and assessment of its current position and operating environment to inform the Business Plan 2025-28.

There are numerous challenges at present including volatile inflation, interest rates, investment/repairs costs and cost of living increases. These are factored into our expenditure in the Business Plan through our maintenance and repairs budgets and our performance targets for re-let times, rent collection and arrears.

With regard to loans, 100% of these are fixed. All of Cadder's loans will be repaid by year 10. Our Business Plan ensures that we meet our covenants with lenders.

Ensuring we are compliant with statutory and regulatory requirements remains a strong focus in the Business Plan including Landlord Health & Safety. We have set out detailed plans for audit, recording and completing necessary health and safety checks and a comprehensive approach to gaining assurance of our regulatory compliance as set out in the Delivery Plans.

Community

A key strength is that we are local and community-based and have a good awareness of our customers' needs, wants and aspirations. Cadder is a stable community which is well maintained and has low levels of anti-social behaviour. Our tenants and owners have high expectations of the service we provide. We are well aware of reducing satisfaction since the Covid pandemic and have prioritised performance improvement to return or exceed pre-pandemic levels.

We have established a Residents' Group with whom we work closely, consulting with them on all decisions that will affect or have an impact on our customers.

4. Strategic Objectives and Delivery Plans

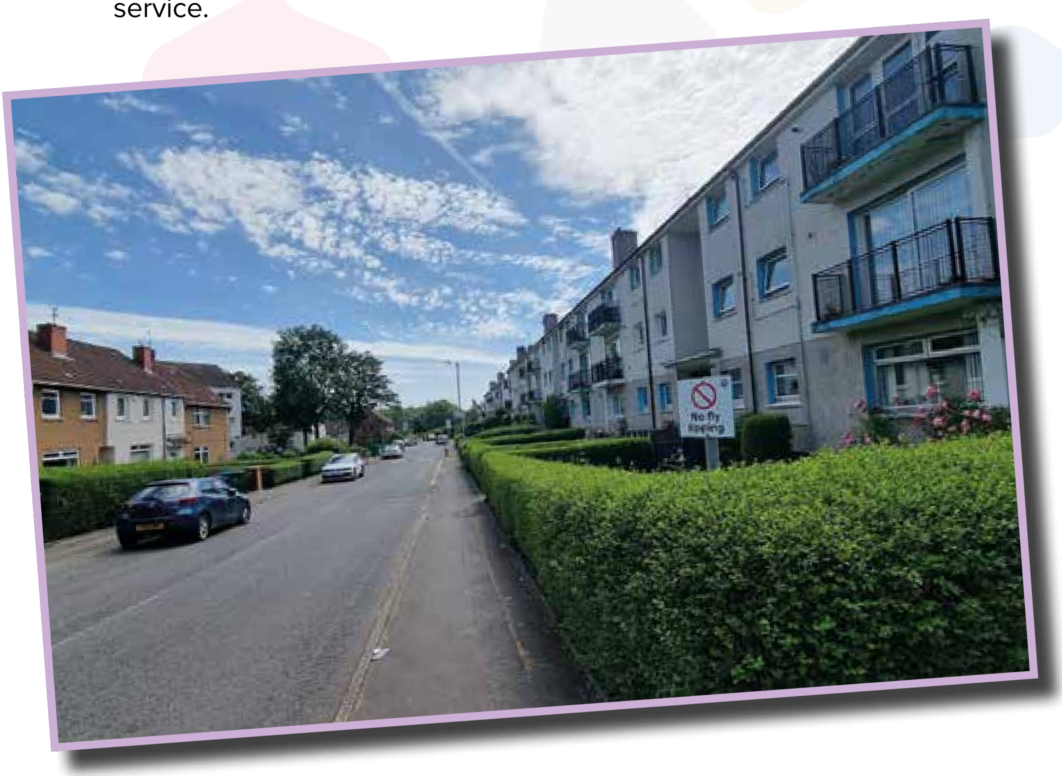
The Board has established four Strategic Objectives for the Business Plan 2025-28 and supporting actions, some of which are noted below.

Improving Our Customer Service and Satisfaction

- Continue a programme of tenancy visits with targeting of vulnerable tenants and tenants we have not had engagement with in past 12 months.
- Strengthen and increase the membership of the Residents' Group.
- Ensure delivery and reporting of outcomes associated with the Resident Engagement Strategy.
- Implement strategy to improve the prevention, identification and response to property condition issues at a much earlier stage.
- Review Tenancy Sustainment Policy to ensure that services are meeting the needs of tenants.
- Continue to promote and conduct regular "action days" involving staff and customers to identify and address issues across the estate.
- Strengthening the membership, expertise and outcomes of the Residents' Group to support improvements in customer service and scrutiny.
- Maximise uptake of funding to help our tenants with ongoing cost of living pressures.
- Review our rent policies and move towards rent harmonisation for 2026/2027.
- Conduct a comprehensive review into the provision of Factoring Services including consultation with owners.

Improving Our Housing Quality and Health & Safety

- Provide a quarterly update report to the Board on all Health and Safety matters.
- Develop a standard H&S reporting format which clearly and accurately demonstrates the extent of Landlord compliance within the annual cycle.
- Enhance the safety culture throughout the organisation, and implement a streamlined, holistic approach to tenant safety by embedding systems thinking methodology to managing our Health and Safety obligations, ensuring continued regulatory and legislative compliance and mitigated risk to the Association and its stakeholders.
- Introduce a systematic lean approach to our repairs and estate management to ensure optimal efficiency by minimising waste and maximising value for the customer, whilst strengthening our internal capabilities and resilience to ‘get it right first time’.
- Create an effective demand management culture to enable forecasting, planning for and managing the demands on our repair service.



Improving Our Business Performance

- Review and Update Cadder's Performance Management Framework with new business plan corporate targets & KPIs, approved by the Board.
- Effectively manage the new ICT support contract including the handover period.
- Managing a risk-based programme of internal audits to ensure our performance is independently assessed. Addressing recommendations for improvement and reporting completion of these to the Board.
- Improve our Communications and raise our profile with key stakeholders.
- Improve our use of technology to increase the efficiency and customer focus of our services.
- Reviewing the Business Continuity Plan, including cyber security and ensuring it is robust and understood by all Cadder's people.

Improving Our Governance, Compliance and Financial Sustainability

- Review Cadder's Assurance Framework ensuring it complies with updated guidance from SHR/SFHA.
- Ensure completion and submission of accurate and timely statutory and regulatory returns.
- Establishing a robust business plan reporting and monitoring framework for the Board to assess progress with the Community Hub Business Plan delivery plan.
- Develop Decision Time as a resource for a comprehensive evidence bank to enable the Board to review and monitor on an ongoing basis continuous assurance and compliance with the Regulatory Standards of Governance and Financial Management.
- Review Committee Structure, meeting cycle and reporting requirements.
- Aim to grow Association's membership by 10% per year by actively marketing the benefits of membership.
- Improve AGM attendance by looking at innovative ways of engaging with members and increasing interest. Aim for increasing attendance at 2025 at AGM by a further 10% of membership.
- Continue to benchmark landlord services, income including rents and costs with comparable RSL's.

5. Risk Analysis

The objectives of our Risk Management Policy are:

- to integrate risk management into the culture of the Association.
- to link the Risk Management Strategy to Internal Audit and Self-Assessment Programmes.
- to manage risk in accordance with best practice.
- to consider the Social Housing Charter, as well as legal compliance as minimum standards.
- to anticipate and respond to changing social, environmental, legislative and political requirements.
- to prevent injury and damage and reduce the cost of risk.

6. Financial Projections

The Association is currently involved in core stock management and maintenance activity managing 697 rented units and 405 owner occupier properties at the commencement of the plan period. At March 2024 an overall surplus of £266k was achieved prior to annual actuarial charges of £162k. Net assets of the Association totalled £9.07m. For financial year 24/25 an overall surplus of £161k is projected and cash balances at commencement of the plan period total £1.1m.

7. Monitoring, Reporting & Review

Monitoring

The Chief Executive will monitor progress against the achievement of Strategic Objectives and the Plan, which will include the following:

- Progress and performance against corporate targets and KPIs.
- Progress of key tasks in the Delivery Plans.

Reporting

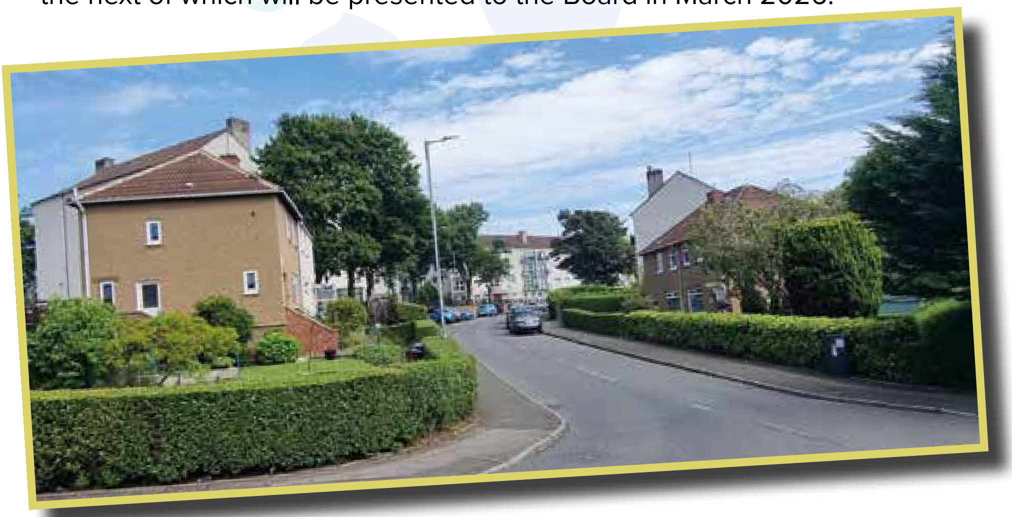
The Chief Executive will present a quarterly report on progress against the Plan to the Board.

The quarterly report will outline progress against the following to evidence achievement against the Strategic Objectives:

- the key goals in each sub-objective in the Delivery Plans;
- The corporate targets and key performance indicators.

Review

The Chief Executive will lead on an annual review of the Business Plan, the next of which will be presented to the Board in March 2026.



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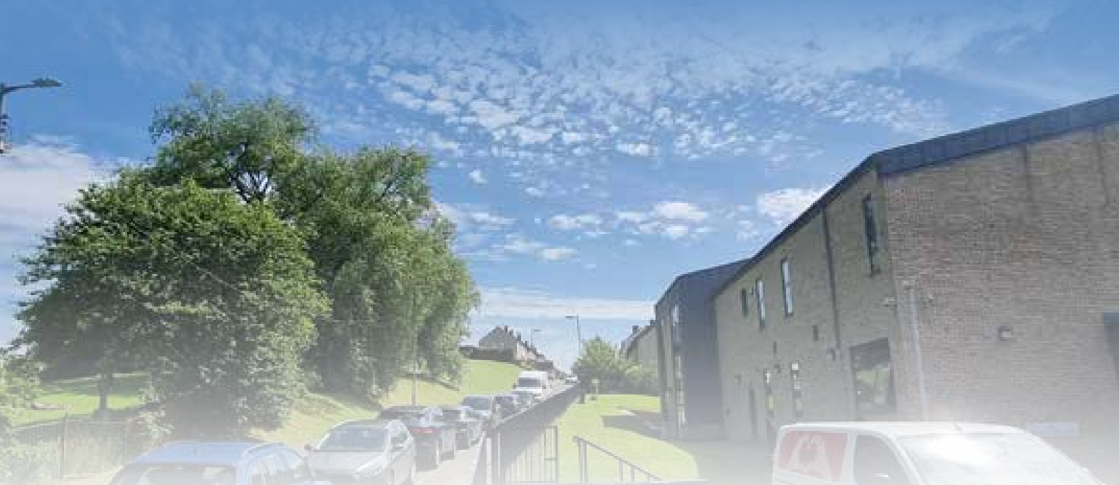

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