

# Rural Stirling Group

Strategic Plan  
2024-2027



**Rural Stirling**  
Housing Association



Quality property  
management services



# FOREWORD

I am delighted to present Rural Stirling Group's Strategic Plan 2024-2027. Our existing plan has been reviewed and refreshed by our Board and Senior Management Team. As part of the review process, we have adjusted some of our Strategic Objectives to reflect the changes in our operating environment. We have also consulted with our tenants and key stakeholders, listened to their feedback and fed it into the Plan.

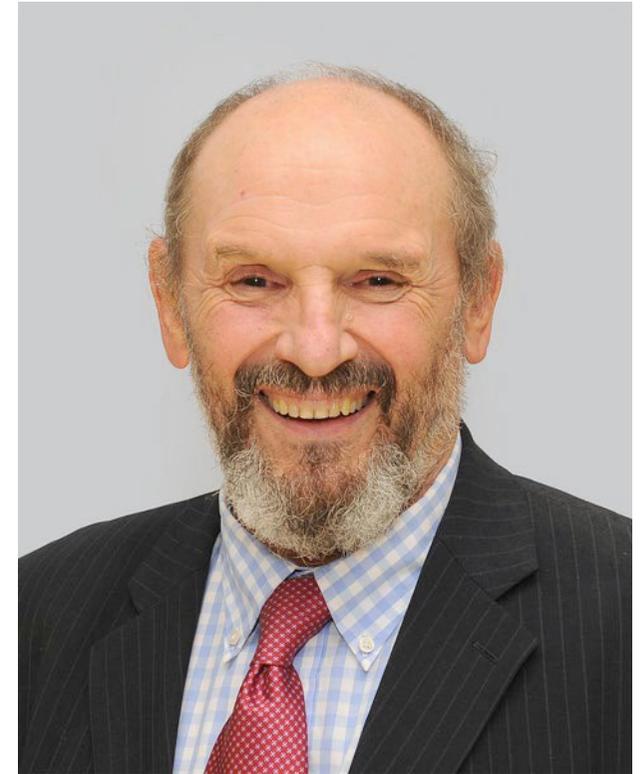
We remain a small housing association with big ambitions: as such, we have set out what we want to achieve for the people we serve, how we will go about doing it, bearing in mind our finite resources, and how you can hold us to account.

Our strategic plan describes our Mission, Vision and sets out our key strategic objectives, those tasks that will be our main focus through to the end of 2027. We are confident that our plan is fit for purpose and will help to guide us through the next few years to achieve our goals.

Importantly, the plan also lists our values, those things that we believe are important in how we go about our work.

We continue to operate in an uncertain world and the degree of uncertainty is growing due to factors such as the relentless cost of living crisis, the continuing wars in Ukraine and the middle east, the homelessness crisis and the Climate Emergency. What is certain is that the financial climate will become more difficult for us all. We know, therefore, that we will have to continue to be resilient, adapting to these and other changes but providing an excellent, cost-effective service to all our tenants and service users remains an absolute top priority.

I hope that the objectives set out in this document capture the real sense of energy, urgency and optimism that all of us in RSG feel. There really is a strong desire to not only meet the demand for more affordable housing in Rural Stirlingshire but to continue to support our many communities.



**Mark Griffiths**  
Chair Rural Stirling Group



## OUR VISION

### **Strong and attractive rural communities.**

Our vision highlights the geographical area in which we operate: we do not serve one local community, but many communities spread throughout a large rural area.

# MISSION

Supporting the vision is our mission statement:

**To provide affordable, quality housing and support community aspirations.**

The mission emphasises that we not only build new homes, but we also invest in our existing homes, want to help the people who live in and around our homes and support those facing homelessness. Our development programme is ambitious compared to our size and by building new homes, we will grow by around 10% over the next 3 years. How we will achieve our mission, is based on four strategic objectives.



# STRATEGIC OBJECTIVES

In developing our objectives, we have listened to our tenants and service users who have shared with us what is important to them.

The activities associated with each of the strategic objectives will form the basis of the Business Plans for Rural Stirling Housing Association and Venachar, our property management subsidiary.

**We have developed a Strategic Delivery Plan which sets out the outcomes, actions, Key Performance Indicators (KPIs) and the targets we aim to achieve each year.**

**This will enable us to monitor** progress. All the activities will be given SMART (specific, measurable, achievable, relevant and time-bound) goals.

**Delivering excellent services to our tenants** – this means being the best social landlord that we can be, delivering a high standard of customer service with sufficient resources spent on housing management, maintenance, tenancy support activities, finance and corporate support, and meeting the requirements of the Scottish Housing Regulator (SHR). The above relies upon achieving meaningful customer scrutiny and participation.

Our success in achieving this objective will be; high customer satisfaction levels and services that represent Value for Money, fewer complaints, strong operational key performance indicators (KPIs), and positive engagement with, and good feedback from, the SHR.

# STRATEGIC OBJECTIVES

## **Working with our communities to provide homes that meet their needs**

– this means we will respond to the needs of all members of our communities, including the need for accessible housing and supporting inclusive communities which meet people's needs as they change. Over the life of this plan, we will explore how our subsidiary Venachar can assist us to meet unmet needs and work with our partners to address the rural homelessness crisis and we will support initiatives that prevent homelessness and help to sustain tenancies. The above relies on working closely with the Scottish Government, Stirling Council and the Loch Lomond and the Trossachs' National Park.

Key outcomes for this objective will be an increase in the number of houses we own and improved quality and choice for tenants.

## **Providing safe, high quality energy efficient homes resilient to the impacts of climate change**

– this means we will carry out effective maintenance to our tenants' homes and ensure they are safe. This applies to reactive maintenance, relating to urgent or emergency situations, and planned maintenance when properties are upgraded (e.g., new kitchens/bathrooms).

We must also meet government standards for energy efficiency (ESSH) and the new Social Housing Net Zero Standard to improve thermal efficiency, reduce fuel poverty and our impact on the environment. This relies on having robust information about our stock and tenant priorities and ensuring we have effective financial planning in place to meet current and future investment requirements.



The key outcomes for this objective will be that all of our stock complies with Scottish Housing Standards. Our stock is safe and secure, our carbon footprint is reduced, and we will work towards a carbon neutral position. Our homes will be resilient to the potential impact of climate change, and we will reduce waste and energy consumption. Our tenants are happy with the repairs service we provide, and our stock is attractive and in demand.

# STRATEGIC OBJECTIVES

**Building organisational resilience** – this means that we will focus on the financial health and resilience of our business. In doing so we will:

- ensure that our business is sustainable, and that our financial health is strong.
- ensure that our staff have the capacity and resources they need to achieve our objectives.
- ensure good governance and leadership, we will have a diverse Board from a variety of different backgrounds who are skilled and knowledgeable, and we have effective succession planning in place.
- help our communities to be resilient to the pressures and challenges that they face.

The above relies on building our financial reserves, investing in the leadership, development and wellbeing of our people and working closely with our communities to understand the needs that they have and where we can provide support.

Our success in achieving this objective will be that our business is financially viable in the long term; our staff are happy, healthy and engaged and our communities are supported and resilient to change.

# HOW WE WILL MANAGE RISK

To ensure resilience in uncertain times will require a robust approach to the identification and management of risks that we may face. Our key risks will be kept under constant review to provide assurance that risks are being managed effectively and that our tenants' interests are protected.

# RESOURCING OUR PLAN

We have set out ambitious plans for growth and continuous improvement in the quality of services provided to our tenants.

We need to be confident that our proposals are realistic and that we have the resources we need to deliver our promises.

We have raised additional finance to ensure that we can build more new homes and we have committed additional funding to meet the new Scottish Government standards for safety and energy efficiency in our existing homes.

# VALUES

We have set out our vision, mission and the objectives we will deliver, and on which you will be able to measure us. We will do this according to our values:

**Accountable** Our Board will provide strong strategic leadership and oversight, ensuring tenant and other service users' priorities are protected and at the forefront of all that we do. All our staff will be accountable, and we will always be transparent.

**Ambitious** We are committed to being excellent, and maximising opportunity for our people and the tenants and service users that we serve.

**Caring** The services that we deliver will meet the needs of our tenants, future tenants, applicants and service users and will be delivered by professional and caring staff. We care deeply about the design, life-long quality and the cost of our homes, and their impact on the physical and social environment.

**Collaborative** We will work collaboratively with all sections of the local community, our tenants, applicants and service users, and with our partners to improve the lives of our residents. We will be a proactive member of our local communities, seeking out new, innovative ways to address issues that impact our residents.

**Inclusive** We are strong advocates of equality and diversity, and value the perspectives and contributions of everyone with whom we are connected.

**Respectful** We will treat everyone with respect: this is equally important for those outside the organisation, such as customers, other service users, communities and partners, as it is for our employees and Board.



The image shows a row of modern, two-story houses with dark grey roofs and light-colored walls. The houses are set in a landscaped area with green grass and some shrubs. In the background, there is a large, forested hill with some snow patches on the upper slopes. The sky is clear and blue.

## Further Information

Comments, questions  
or feedback about this  
strategic plan should  
be made to:

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