

Section 3: Strapline, Vision, Mission, Values and Strategic Objectives (March 2024)

The three-yearly review of the Association's corporate mission, values and objectives was subject to interim review in March 2021. These were then subject to more detailed review during the summer of 2021 when Committee undertook facilitated strategy work with Allanpark Consultants. Following this work, the Committee considered the outcomes further and determined the strategic objectives at the September 2021 Committee of Management meeting. The strapline, mission, vision and values were reviewed at the committee and staff strategy day March 2023 and then reviewed without change at the committee and staff strategy day March 2024.

The strategic objectives will be due to be reviewed for the three year period April 2025 to March 2028. The work on this will be undertaken during 2024/25.

Strapline **Pineview Housing Association – Putting People 1st**

Vision Statement To be a leading social landlord in Scotland.

Mission Statement:

To provide quality affordable homes and deliver excellent service through listening to and engaging with our customers.

Our Values - CRIDD

The values that our staff and Committee members are expected to adhere to at all times:

- Community** – engaging, collaborating, and including
- Resilience** – continuously learning, developing, and adapting
- Integrity** – being open, honest, and fair
- Diligence** – working conscientiously and to a high standard
- Dignity** – treating everyone with respect and compassion

Our Strategic Objectives 2022/23, 2023/24, 2024/25

1. To help our tenants live in an affordable and sustainable way.
2. To deliver on the promises we make to our tenants.
3. To develop our response to climate change.
4. To engage effectively with our tenants and the wider community.
5. To explore opportunities for partnership and wider action.
6. To support our people to succeed.
7. To ensure the ongoing financial viability and sustainability of the organisation.

All our operational activities should contribute to one or more of the 7 strategic objectives and it is the responsibility of the staff team to ensure that this is the case.

The Management Committee recognise that there are some high-priority, corporate-wide priorities which will be absolutely critical to the success of achieving the strategic objectives. The Management Committee will monitor the implementation of these strategic priorities to ensure the desired outcomes are delivered. These priorities include:

	Strategic Objectives	Strategic Priorities
1.	To help our tenants live in an affordable and sustainable way.	<ul style="list-style-type: none"> • Work with our tenants to understand what “affordable” and “sustainable” means to them. • Develop our response to EESSH2/climate and carbon reduction requirements. • Review our approach to estates management. • Maximise our tenancy support. • Continue to benchmark our costs and rents.
2.	To deliver on the promises we make to our tenants.	<ul style="list-style-type: none"> • Deliver on our commitments as set out in regulatory and statutory requirements; our transfer promises; and our participation action plan(s). • Establish a new outcome evaluation tool. • Explore a participatory approach to dispersing our wider action fund. • Continue to benchmark our service outcomes.
3.	To develop our response to climate change.	<ul style="list-style-type: none"> • Explore the sustainable provision of energy to our homes. • Introduce a green office strategy. • Review our estate management policy. • Maximise the use of community benefit clauses. • Support partners environmental projects.
4.	To engage effectively with our tenants and the wider community.	<ul style="list-style-type: none"> • Update our engagement strategy. • Seek opportunities to widen our engagement & reach. • Explore options for enhanced self-service. • Clarify our responsibilities with improved signposting.
5.	To explore opportunities for partnership and wider action.	<ul style="list-style-type: none"> • Review our current activities, resources & partnerships. • Enhance our inhouse skills & resources. • Explore the potential for quick-win projects. • Consider the need for a Wider Action Plan.
6.	To support our people to succeed.	<ul style="list-style-type: none"> • Review the skills and resources required & fill any gaps. • Embed new staffing structure. • Continue to invest in learning & development. • Strengthen our approach to succession planning. • Update and embed our Behaviours Framework.
7.	To ensure the ongoing financial viability and sustainability of the organisation.	<ul style="list-style-type: none"> • Pursue VFM across all business areas. • Demonstrate rent affordability. • Effectively manage costs and maximise efficiency. • Continue to demonstrate effective governance and assurance.

A delivery plan for the above is reported quarterly to allow Committee to effectively monitor implementation and outcomes.