

Craigowen Housing Association Business Plan 2026 – 2027

1. Introduction

This document sets out the business plan for Craigowen Housing Association for the year ending 31 March 2027 and describes how it will meet its charitable objectives for that period.

2. Aim

Our aim is to carry on for the benefit of the community, in particular, children and adults who have learning disabilities, as well as for staff caring for such persons, and their dependents, the business of providing housing, accommodation and assistance to help those persons, and associated facilities and amenities for those with learning disabilities.

3. Mission Statement

To provide high quality accommodation, consistent with the Camphill Community ethos, that is properly managed and fully meets the needs of our beneficiaries and their carers at affordable rents now and in the future.

4. Core Values

The following core values are important to us and to the delivery of services to tenants. We believe they represent the values of our Board and Staff and underpin all the business of the Association.

Camphill Ethos: we fully subscribe to the ethos of the Camphill Communities and the concept of shared living. This underpins all our activities and we act at all times in the interests of our beneficiaries.

Honest and Open: we are honest about the commitments and promises we make, open about our intentions to those to whom we provide services and accountable for the delivery of the commitments we make to them.

Customer Focused: we strive to meet our tenants' needs to the best of our ability and ensure they are engaged in decisions about their accommodation. We Value and Support our staff and Trustees.

Professional: we seek to deliver a value for money, professional, high quality housing management service responsive to need.

Equality: we treat everyone with whom we have contact fairly and with dignity and respect.

5. Corporate Strategy

The key strategic priorities which were set out in the Corporate Strategy 2025 to 2030 are:

- Provide good quality homes
- Provide high quality services
- Foster our partnership with the Camphill Community
- Continue to build an effective and sustainable organisation

6. Our Key Achievements in 2025/26

Providing Good Quality Homes:

- Together with each Camphill Community we successfully agreed and implemented an ambitious Planned Maintenance Programme with an associated spend of £317k which saw the completion of a wide range of projects extending from kitchen

refurbishments to whole building window replacements. A full list of projects completed is at annex A.

Providing High Quality Services:

- We streamlined the procurement of high quality professional services through the use of the Fusion21 framework and by exploiting the full functionality of our Omniledger maintenance system. This ensured that we not only met but in many cases exceeded the targets in our Key Performance Indicators. A summary of our achievements against KPIs is at Annex B.
- We have ensured that all our properties meet and in most cases exceed the current Decent Homes standard set by DFC while monitoring the development of a new standard which we will adapt and apply.
- We undertook a tenant satisfaction survey specifically tailored to the special needs of our residents, which indicated a very high level of satisfaction and gave residents the opportunity to voice their views on our services.
- We worked with NIFHA to help develop a scheme for N.I. Housing Associations to benchmark their services,
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Fostering Our Partnership with the Camphill Community:

- Our Chair and Deputy Chair have held very useful discussions with the Chairs of Glencraig and Mourne Grange Communities. These discussions, focused on securing the best outcomes for our tenants, complement the regular Maintenance Group meetings and Community Management meetings attended by our staff. Our tenant engagement programme has generated encouraging feedback from our surveys and activities such as participation in the "Gingerbread House" competition at Mourne Grange. These help to establish and consolidate strong working relationships and a bond between our staff and our tenants and those who support them within the Communities.

Continuing to Build an Effective and Sustainable Organisation:

- We have recruited two new Board members whose skills, together with those of existing members, underpin our commitment to ensure we have people with the necessary attributes to maintain high standards of governance.
- We have strengthened our financial probity processes by bolstering membership of our Finance and Risk Committee with members who continuously review and challenge our risk management processes as well as scrutinising our quarterly accounts.
- We have reviewed the format of our risk register and risk management procedures and have ensured they are consistent with contemporary best practice.
- Our website is now fully functional and provides public access to information regarding our activities as well as documents which include this Business Plan.
- Our continuous review of all policies and procedures ensure that they remain up to date with best practice.
- Our Regulatory Standard Annual Return to DFC which covers the whole gamut of our activities has achieved the highest regulatory rating demonstrating full compliance with the standards in the Regulatory Framework.

7. Our Objectives for 2026/27

Our objectives for the coming year remain aligned with the key strategic priorities outlined in the Corporate Strategy 2025 to 2030.

Providing Good Quality Homes

We will continue to ensure that the homes we maintain ensure safety and comfort for our tenants and those who live alongside them to provide them with care and support, consistent with the Camphill shared living ethos. To do so, we will

- Continue to develop and enhance, where appropriate, our annual Planned Maintenance Programme (PMP) in consultation with those within the Communities, ensuring that projects to be funded meet their requirements.
 - We will ensure a minimum investment of circa £350k on this year's PMP and beyond.
 - We will explore, with the Communities, options to review existing configuration to increase available accommodation at each site.
 - The new DFC Decent Homes Standard is anticipated to be published in 2026, we will ensure compliance with that standard as a minimum, thus guaranteeing high standards of quality, safety and sustainability in all our properties, with a specific focus on accessibility and warm homes standards.
 - We will continue to work with NIFHA to help develop scheme for N.I. Housing Associations to benchmark their services, specifically in relation to Value for Money.
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- continue to provide high quality services to our tenants by**
- Exploiting the full potential of our procurement services, in terms of value for money and quality of outcomes, while exploring the scope for utilising more locally based contractors for the completion of minor works.
 - Listening to Communities and urgently addressing any concerns around timeliness and quality of workmanship.
 - Monitoring the achievement of our targets within our KPIs and developing these indicators to embrace not only timeliness but also quality factors.
 - We will increase our post completion inspections of response maintenance work from 25% to 30% to further enhance quality.
 - We will monitor contractor compliance with contractual terms and conditions and secure alternative services where a trend towards consistent non-compliance emerges.
- continue our efforts to foster our partnership with the wider Camphill Community by**
- Maintaining contact with Communities at Board and staff levels. In that context we will continue to seek at least one meeting with each of the Chairs of the respective bodies.
 - Attending functions, when invited, held by the Communities.
 - Holding a Board meeting at one of the Community sites.
 - Further developing our tenant participation programme and continuing our engagement with tenants through our satisfaction surveys and maintenance group meetings.
 - Reviewing the existing Joint Management Agreements.

- continue our efforts toward maintaining an effective and sustainable organisation by

- Applying the nine-year rule regarding Board membership and completing appraisals regarding Board member input and attendance.
- Amending the Association's Rules to ensure compliance with DFC (NIFHA) model rules
- Maintaining the highest standard within the DFC Regulatory Framework.
- Monitoring guidance and mandatory requirements set by our regulators, including the Charity Commission and DFC.
- Completing an annual Internal Audit programme for scrutiny and implementing all recommendations.
- Ensuring Board members are aware of their fiduciary responsibilities through a programme of training and development.
- The Chair undertaking an annual appraisal of all Members.

Conclusion

Our Corporate Strategy for 2025 – 2030 set a theme of consolidation and relationship building for the period. We aim to build on the progress made in the first year of this strategy by continuing to improve services and enhance relationships with each of the Communities. The Planning committee will monitor achievement of this plan on a quarterly basis, taking corrective action where necessary, and regularly report to the Board.