

An aerial photograph of a suburban residential neighborhood. The houses are arranged in a grid-like pattern with winding streets. The houses have various roof colors, including grey, brown, and tan. There are many green trees scattered throughout the neighborhood. Some houses have swimming pools in their backyards. The overall scene is a typical suburban residential area.

# Albyn Housing Society Business Plan 2022-27

Year 3 Update – 2024-25

# Business Plan – Vision and Values

## Vision

“Maintain and build quality homes, providing excellent customer service, and giving opportunities for people and communities to flourish”

## Values

- Being Caring
- Being Adaptable
- Being Professional



# Board Ambitions 2024-25

- Continuous improvement
- Position ourselves as a partner of choice
- Ensure consistency of service delivery
- Be an employer of choice
- Translating strategic objectives into operational goals, and embed re-design (good practice/performance)



# Drivers of Change – 2024/25

## **Internal**

Review of CS and PS redesign  
ELT restructure  
Reactive Repairs Procurement  
ICT Infrastructure improvements  
Civica Cx New modules  
Performance Driven Culture  
Staff engagement/survey action plan

## **External**

Cost of Living crisis – Poverty  
Net Zero and decarbonisation  
Interest rate reductions  
The Highland Council Budget  
Reduction in AHSP 2024/25  
Scottish Government priorities  
Supply Chain issues  
Cost of construction  
Inverness and Cromarty Firth Greenport  
Stock and Partnership Opportunities  
General Election

# Our Homes

In 2024/25 we will:

- Deliver 84 new starts and 20 completions of new build homes
- Develop 4 refurbished units in Ullapool
- Invest £2.9m in planned and cyclical maintenance works
- Take opportunities to grow the portfolio of MMR homes and stock acquisition in line with board ambitions and partnership opportunities
- Respond to the Heat in Buildings Strategy outcome and develop a strategic planned maintenance programme to reflect our focus on tenant safety
- Recruitment of a Head of Sustainability and Development



# Our Customers

In 2024/25 we will:

- Review the achievements of the Customer and Property Services redesign
- Carry out and develop a programme of action from our 3 yearly tenant satisfaction survey
- Develop a targeted programme of estate management walkabouts with customers
- Deliver more community pop up surgeries focused on key themes important to our communities
- Rebrand the current Trust and Energy funds to Cost of Living fund to allow access to a wider customer base in need
- Focus on learning outcomes, trends and improvements from customer complaints to improve customer experience



# Our People

In 2024/25 we will:

- Ensure all Extended Leadership Team members will visit at least one customer at home annually
- Embed the Equalities and Diversity strategy and policies for customers and staff across the group, ensuring compliance with regulation and legislation
- Implement and roll out our new Performance Management Framework
- Link our learning and development framework to personal development plans
- Implement the 2023/24 Staff Survey Action Plan
- Implement the new Extended Leadership Team structure
- Explore Healthy Working Lives accreditation



# Our Finances and Digital Services

In 2024/25 we will:

- Ensure we have the financial resources in place to support the activities in the 2024/25 Business Plan
- Manage the Society's debt portfolio in line with the Treasury Management policy and lenders covenant requirements
- Ensure successful internal and external audits
- Implement improvements to our ICT infrastructure and telephony solutions.
- Continuous improvements of our core housing management system– Civica CX
  - Cx Assets
  - Cx ASB
  - Cx Customer portal
  - Cx Contractor portal





# Our Partnerships

In 2024/25 we will:

- Deliver a partnership engagement strategy including improved partnerships with public sector partners
- Deliver a Value for Money assessment of FIT homes of overall savings to the public purse
- Develop a bid for academic research funding for Phase 2 of FIT homes, in conjunction with Glasgow University and Robert Gordon University
- Work in partnership with Napier University to deliver Year 1 of a 3 year PhD in criminology to analyse the success of FIT home sensors for people leaving prison
- Work with the Digital Health Institute on opportunities arising for further grant funding through the Smart Homes/Smart Cities funding

## [Developing Smart Housing for Released Prisoners leveraging Artificial Intelligence and Internet-of-Things](#)

School of Applied Sciences

 PhD Research Project

 Directly Funded

 UK/EU Students

 [Dr K Morrison](#)

Application Deadline: 31 May 2024

### Details

This interdisciplinary project focuses on the use of Smart Homes to house people recently released from prison, given the social and economic cost of returning to custody after release.

Since the end of 2021, a social housing provider has been using Smart Homes (fitted with ambient sensors which provide data on movements within the house) for some people who have been recently released from prison, as part of a bigger scheme in which these houses are used for other vulnerable groups, such as the elderly or clinically vulnerable (see also Shahrestani et al, 2017). These Smart Homes seek to develop a system which provides support through the early identification of potential problems, rather than having a system of surveillance and control. However, the ongoing ethical considerations of using data in such a way must be kept under continual scrutiny. While the use of Smart technology is rising rapidly, its deployment to support reintegration following release from prison is novel.

Current data from the first 20 months of this pilot show that living in Smart homes significantly reduces the rate of returns to custody for this group, in comparison with similar groups housed in standard housing association accommodation. Whilst there are working hypotheses regarding why living in these houses appear to aid success for this client group, there is no robust and empirical evidence about why this might be.

The housing provider would like to develop the Smart Homes technology in a more tailored manner, specifically for those released from prison. This will enable more tailored interventions; currently, the technology is the same as it for elderly people at risk of falling, or with dementia, yet those released from prison have distinct and specific characteristics and needs.

The project's research questions are:

1. What type and nature of data are generated in the Smart Homes used by those released from prison?