



hebridean housing
partnership

Business Plan

2024/25–2028/29

2026 Update

SUMMARY





Business Plan

2024/25–2028/29

2026 update

The Business Plan for 2024/25 to 2028/29 (2026 update) reflects progress already delivered and sets out our priorities for the remaining three-year delivery period. Developed with input from the Board, staff, tenants, stakeholders and partners, the Plan focuses on delivering good quality affordable homes and excellent housing services across the Outer Hebrides, in line with our strapline “Making our House your Home.”

The Plan is supported by detailed five-year financial plans and 30-year long-term financial projections, which are shared with our funders and the Scottish Housing Regulator. As a Registered Social Landlord since 2006, HHP remains fully committed to delivering on its vision and providing assurance through strong performance and governance.

We have improved performance since Stock Transfer in the following areas:

Area	Sept 2006	February 2026
Repairs within target	91.4%	96%
Arrears	7.4%	1.37%
Voids length of time to relet	61 days	33 Days
Void loss	2.0%	0.43%
New build promised in first ten years	275	435

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As a charitable RSL (Registered Social Landlord) HHP has a Board with a maximum capacity of 15 members, currently filled with 9 volunteers.

In 2025 we established the HHP Tenant Board Panel with the aim of providing a structured forum for tenants to review Board papers and discuss tenant-related issues ahead of Board meetings, ensuring tenant perspectives are considered in decision-making. Four tenants currently sit on the Tenant Board Panel.

We employ 54 staff (with a small increase in FTE), including the addition of a Graduate Apprentice (Building Surveyor), working from offices in Stornoway and Balivanich.

In November 2023, the Board revised our strategic goals, focusing on Tenants, Houses, Staff, and Communities.

We deliver services throughout the Outer Hebrides, with 2,462 houses distributed among 12 of the 15 inhabited islands. With an annual turnover of £15 million, we play a vital role in the local economy as a major employer.

HHP also operates a non-charitable subsidiary, **Dachaigh Property Solutions Ltd**, established to support partnership delivery and renewables-related accommodation while protecting HHP's core charitable activity.



Our Strategic Goals

1

Tenants – Placing tenants at the heart of everything we do

2

Houses – Investing in a sustainable way in tenants' homes

3

Staff – Being an excellent employer that attracts and retains high quality staff

4

Communities – Working with partners to help our communities thrive

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Operating environment

Three prominent challenges – population growth and aging, climate change, and technological advancements – are significantly shaping our future.

The expanding and aging population poses issues related to healthcare, and labour shortages, with discussions at Government level about raising retirement ages to address workforce deficits.

Climate change, evident in rising sea levels and coastal erosion, is notably impacting islands, underscoring the urgent need for environmental action.

Technological advancements, while offering opportunities, also present challenges such as job displacement and digital exclusion.

Addressing these challenges requires collective efforts and innovative solutions to create a sustainable and inclusive future for all.



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The UK Government aims for Net-Zero emissions by 2050 but faces challenges due to reduced funding.

Embracing technological innovation is crucial to keep up with advancements, allowing for improved service delivery methods and efficiency enhancements while avoiding costly adaptation expenses and the risk of falling behind.

HHP has benefited from £2.8 million from the Scottish Government to accelerate the air source heating program for replacing outdated systems over the last 4 years.

Our biggest challenges in the Outer Hebrides going forward remain:

- Aging and declining population
- Climate change
- Keeping rents affordable
- Delivery of our Development Plan with the substantial increase in the build cost
- Delivery of the requirements of Rapid Re-housing

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What we want to deliver

As a business in the Outer Hebrides, the focus is on contributing positively to communities by looking after tenants, properties, and staff within available resources.

Efforts include keeping rents affordable, meeting Scottish Government standards, and aiming for Net-Zero standards.

We plan to deliver a further 165 new homes during the lifetime of this Plan, and will work with renewable infrastructure developers to explore options for assisting with their accommodation requirements during the construction period. To date, 78 new homes have been completed since the Plan was published.

In addition, HHP is working with partners to deliver up to 50 additional homes, supporting both renewable infrastructure projects and long-term housing needs.

Tenant engagement continues to strengthen, with the Tenant Portal now embedded and over 700 tenants registered, enabling online access to rent balances, repairs and tenancy services.





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Funding our plans

Over the next three years we plan to spend £65.6 million in homes and communities, supporting new supply, existing stock and compliance requirements.

Our plans are funded through:

- Rental income
- Scottish Government grant
- Borrowing, capped at £17 million, with no further increases assumed



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Risk

Risk appetite is set annually and overseen by the Board, Audit & Risk Committee and Executive Team.

Risk reporting has been strengthened, with clearer distinction between target and residual risk.

The average risk score has reduced to 5.22 (from 5.67), reflecting the effectiveness of controls and mitigating actions.





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Our Offices

Stornoway

Gleann Seileach Business Park
Willowglen Road
Stornoway
Isle of Lewis
HS1 2QP

Balivanich

17 Winfield Way
Balivanich
Isle of Benbecula
HS7 5LH

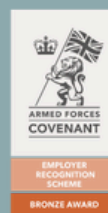
From Spring 2026

Units 7&8
Eabhal Business Park
Balivanich
HS7 5AD

Contact

0300 123 0773

info@hebrideanhousing.co.uk



HHP is a Registered Charity (No. SC035767); A Registered Society under the Co-operative and Community Benefit Societies Act 2014
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