



**SOUTHSIDE**  
housing association



**BUSINESS PLAN**  
2021/22 to 2025/2026

## MISSION - 'What we do'

Southside Housing Association provides quality, affordable and well maintained homes and works with communities and partners to maintain safe, popular and inclusive neighbourhoods



## VISION - 'What we aspire to'

Southside Housing Association works to support thriving local communities: -

- All our homes will be popular, affordable, well maintained and energy efficient;
- All our customers will receive excellent services from approachable and knowledgeable staff;
- We will serve the needs of all communities equally;
- We will work with partners to build popular and inclusive neighbourhoods



## OUR FOUR STRATEGIC OBJECTIVES FOR THE NEXT FIVE YEARS ARE:

- 1) To deliver excellent services.
- 2) To provide popular, affordable, well maintained and energy efficient homes.
- 3) To support inclusive communities and thriving neighbourhoods.
- 4) To maintain a resilient community organisation with strong local leadership.



## VALUES

### PROFESSIONAL

We will act with integrity, we will be impartial in the advice we give and the actions we take, and we will be reliable and competent in our work.

### RESPONSIVE

We will be focused on both the needs of the individual customer and the community.

### PROGRESSIVE

We will seek to empower individuals and communities in our work. We will be proactive in addressing problems and we will tackle inequalities where we find them.



# STRATEGIC OBJECTIVES, OUTCOMES AND PRIORITIES



## STRATEGIC OBJECTIVE 1

To deliver excellent services

### INTENDED OUTCOME

High levels of customer satisfaction with all services.

### BUSINESS PLAN PRIORITY

- Establish Customer Service Department – April 2021
- Launch Digital Self Service – July 2021
- Regularly engage with customers on our services
- Consolidate performance on ARC\* measures where SHA is in the top 25% of all social landlords in Scotland
- Improve performance on ARC measures where SHA's current performance is below the top 25%
- Achieve continuous improvement in the results obtained from SHA's own programme of customer feedback/surveys

### INTENDED OUTCOME

SHA Services represent Value for Money

### BUSINESS PLAN PRIORITY

- Rents and charges are affordable
- SHA service levels outperform national or peer results
- Improvement actions in SHA's Value for Money reviews are implemented

\*ARC - this is the national 'Annual Return on the Charter' which records the performance of all Scottish housing associations.

# 2

## STRATEGIC OBJECTIVE 2

To provide popular, affordable, well maintained and energy efficient homes

### INTENDED OUTCOME

- High levels of Customer Satisfaction
- High demand for our homes
- Lower Heating Bills for tenants
- Improved resident safety

### BUSINESS PLAN PRIORITY

- Annual investment programme in existing tenants' homes of £3-4m.
- Replace 1480 heating systems (mostly old electric storage heaters)
- Replace Moss Heights lifts
- All homes to meet SHQS
- All homes to meet EESSH1\* by 2023
- All homes to meet EESSH2\* by 2032
- Set an annual programme of acquisition & refurbishment for Private pre 1919 tenements
- Build 235 new homes
- Develop a net zero carbon reduction plan



\*EESH - this is a national standard - 'Energy Efficiency in Scottish Social Housing' with the Scottish Government.

## STRATEGIC OBJECTIVE 3

To support Inclusive Communities and Thriving Neighbourhoods

3

### INTENDED OUTCOME

- Strong engagement and participation from all sections of the community.
- Customers experiencing poverty and facing financial risks receive the support they need
- Help the City to reduce and eliminate homelessness

### BUSINESS PLAN PRIORITY

- Review the role of Neighbourhood Committee – 2021
- Deliver a Community Involvement & Engagement Plan
  - Promote inclusion
  - Reduce isolation
  - Encourage community cohesion
  - Proactively recognise diversity of needs and address inequalities and disadvantage
- Work with partners and residents to improve green space in neighbourhoods
- Increase membership of SHA
- Allocate homes on the basis of housing need and prioritise homeless applicants





## **STRATEGIC OBJECTIVE 4**

To maintain a resilient community organisation with strong local leadership

### **INTENDED OUTCOME**

- Strong role for tenants on the Management Committee
- Value the role of volunteers
- Strong Financial Performance
- Strong regulatory compliance
- The Association will be an excellent employer
- Strong partnership working

### **BUSINESS PLAN PRIORITY**

- The Association will have a positive agenda of encouraging tenants to fully participate in the Governance of the Association
- The Association will strive to address any inequalities in representation within the communities it serves
- The Association will have an annual appraisals system for Committee Members and a dedicated training and development budget to for voluntary committee members
- Annual budget setting will maximise investment in tenants' homes but avoid any breach of loan covenants
  - Will look to reduce operating costs by 1% annually, in real terms over the course of the BP to create space for increased investment
- The Management Committee will annually review performance standards to ensure strong regulatory compliance
- The Association will have a clear Risk Management Strategy and regular reviews of Corporate and Operational Risks

- The Association will have an annual programme of Internal Audit (IA) and an annual improvement programme based on IA recommendations
- The Association will annually review its compliance with regulatory standards and issue an annual assurance statement, this will be supported by periodic external “self-assessment” in addition to the Internal Audit programme
- The Association will be full members of Employers in Voluntary Housing
- The Association will have an annual appraisal system for staff and a dedicated training and staff development plan.
- The Association will maintain its Investors in People and Investors in Young People accreditation.
- The Management Committee and Senior Staff will ensure the Association is active in local, city wide and national partnerships for the benefit of the communities it serves



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