

Corporate Plan 2024 - 2029



SOUTHSIDE
housing association



GETTING IT RIGHT

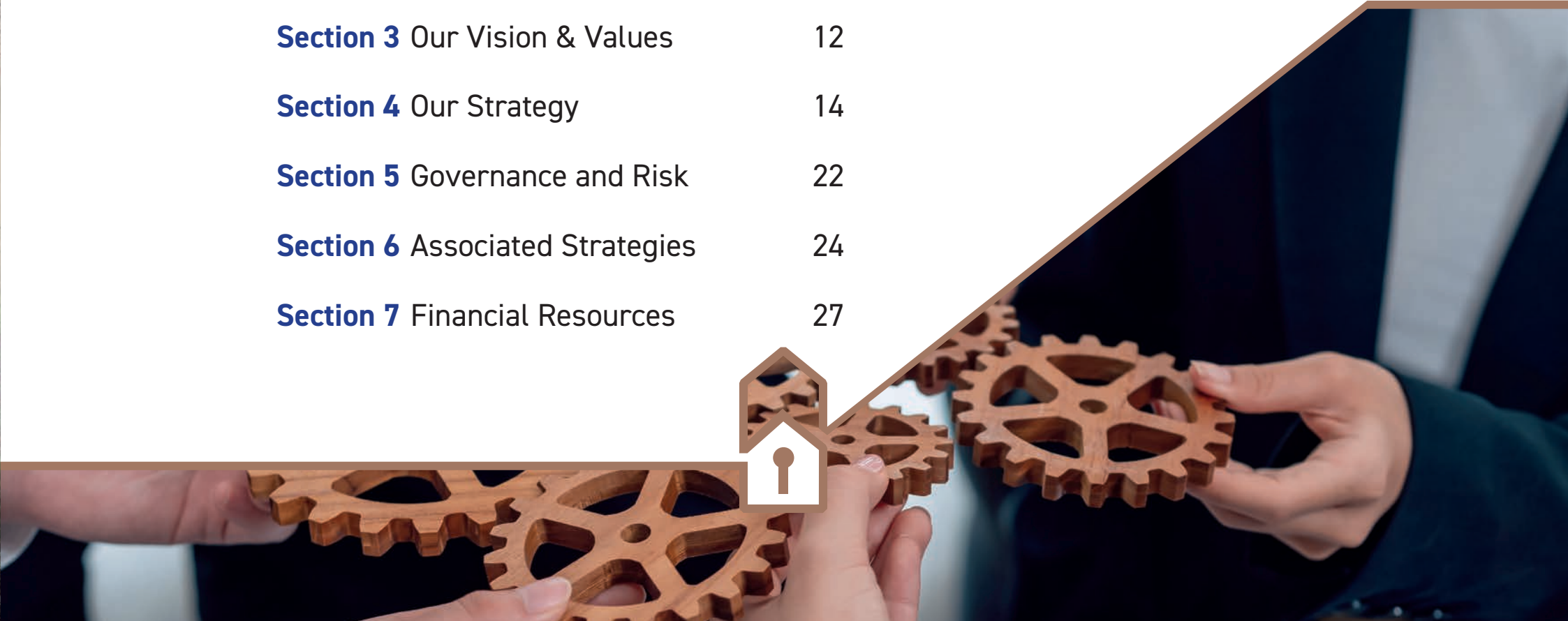


SHAPING THE FUTURE



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Welcome

From our Chief Executive and Chair

We are pleased to introduce our new Corporate Plan for 2024 – 2029 for Southside Housing Association Ltd (SHA).

Since 2020 and against the backdrop of the effects of a global pandemic and social and economic volatility, SHA has achieved a great deal, including significant leadership and governance changes which has prompted a refocusing of our ambitions, our investment plans, and our approach to delivering our services beyond 2024.

In our plan we announce our new vision and values, and a set of strategic objectives which will drive us towards realising our vision. We recognise and embrace change in our operating environment and in order to deliver excellent services and meet our objectives we need to manage that change closely to provide a platform for shaping the future and creating a legacy for future generations.

Our plan has 6 key themes which demonstrate our commitment to “getting it right” across our organisation and the services we provide.

These themes centre around Homes, Communities, Customer Services, Finance & Governance, People & Leadership, Collaboration & Innovation, with each theme containing

supporting objectives, priorities and actions which are detailed further in our Delivery Plan and associated Strategies.

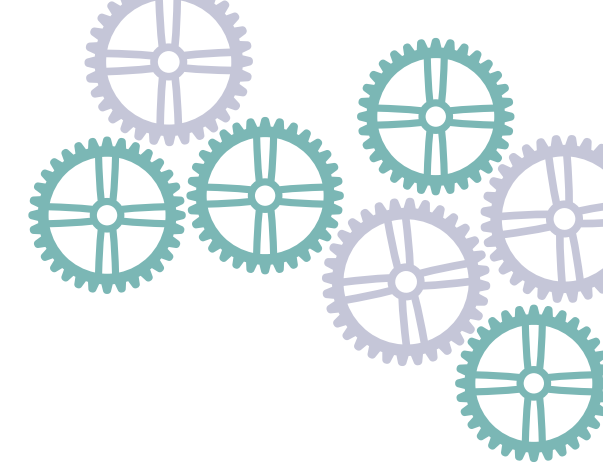
We have recently made changes to our wholly owned subsidiary. This reflects our decision to review our property factoring activities and return those activities to SHA in line with our Charitable Objects. Our newly incorporated subsidiary Southside Lettings (Scotland) Ltd will work towards the spirit of this (Group) Corporate Plan and also create their own Operating Plan which will be focussed on the growth and operation of our activities in the Mid-Market Rent sector.

We are also one of the biggest developers of new affordable homes in Glasgow and we continue to take on major projects in partnership with our partners, including Glasgow City Council. We are proud of our latest development which has provided 169 new homes in and around St Andrews Drive in Pollokshields. We have recently embarked on our development at 640 Pollokshaws Road, which will provide a further 50 much needed socially rented homes. While we will continue to consider other development opportunities, our focus will very much be on our own existing assets and either improving these or reprovisioning where required to ensure that our tenants are living in high quality homes in sustainable and thriving communities.

While recognising the external environment and our requirement to build, improve and maintain our homes and communities, we must also transform our own internal environment, with adequate resources, a healthy and energised environment, and a positive and supportive culture.

We are excited to be starting that journey and look forward to the improvements and successes we achieve along the way. On behalf of the Management Committee and Leadership Team, we are proud to share our new Corporate Plan for 2024 and beyond.

Alex Cameron, Chair and Paul McVey, Chief Executive





Section 1

About Us

Southside Housing Association is a registered social landlord providing housing and a range of other services across the southside of Glasgow.

We have operated as a social landlord on the south side of Glasgow for over fifty years. Originally established as Pollokshields Housing Association in 1971, our initial work was largely philanthropic in nature. Our early single unit refurbishments were driven by a desire to improve housing standards in the Pollokshields area and to address local housing needs.

Over the years we have developed and expanded the range of services we provide and the areas we operate in.

By the late 1970s and early 1980s, assisted by changes in government policy and new statutory powers, the Association embarked on larger projects including whole tenement renovations.

In 1988 the Association changed its name to Southside Housing Association (SHA) and embarked on significant restoration works tackling disrepair in older private housing across the South Side.

During 2011 the Association experienced dramatic growth, effectively more than trebling the size of its operation. This involved the purchase of properties from Glasgow Housing Association under the Second Stage Transfer. As a result, the Association became a major housing provider in Cardonald, Halfway and Craigton, as well as increasing the already significant role in Pollokshields and surrounding neighbourhoods.

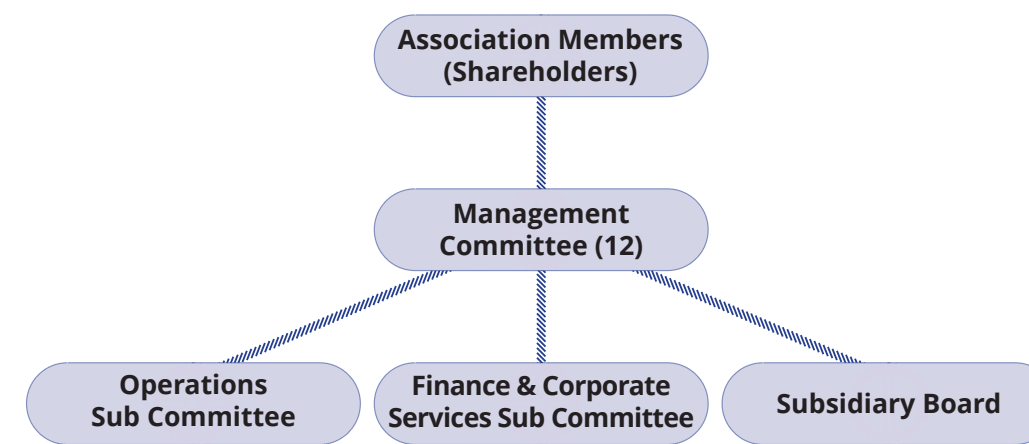
In 2005 the Association established Southside Factoring and Related Services (SFARS), a wholly owned subsidiary, in order to deliver commercial activities which could not or are not provided by the Association as the charitable parent company. In 2024 our commercial factoring arrangements have been diluted to focus more on mixed tenure blocks where the Association has ownership or interest. This is being controlled and governed by the Association, and our subsidiary has been renamed Southside Lettings (Scotland) Ltd to govern and direct our Mid-Market Rent portfolio.

Now in 2024 SHA are active developers of new homes for social rent, mid-market rent and shared equity. We also work in partnership with other housing providers, statutory bodies, community agencies and contractors to provide new homes, sustain tenancies and support economic and social regeneration.

Today our organisational structure is far more developed than earlier years, with our shareholding members appointing a Management Committee annually, and our Management Committee providing governance and strategic direction for the Association. This includes Sub Committees and our subsidiary board, Southside Lettings (Scotland) Ltd.

Our Chief Executive Officer (CEO) is accountable to the Management Committee and is responsible for leading the staff team to deliver on our strategic objectives and operational targets.

Governance Structure





About Us cont.

Operational Structure

The Leadership Team in Southside Housing Association manage and lead our operational delivery which supports the strategic objectives of this Corporate Plan.

The CEO is responsible for driving success and providing leadership to the Association. Principally responsible for the support, management and development of the Leadership Team, and reporting to the Management Committee, the CEO has ultimate operational responsibility for the Association.

Department of Housing & Communities

Our Department of Housing & Communities leads a variety of teams focussed on our housing services – this includes our teams involved in housing operations, welfare advice and debt management, concierge and mobile facilities and community initiatives. While the key aspects of housing management – allocations, arrears management and rent collection, estate management and anti-social behaviour, are central to this department's work, other teams are engaged in more person-centred activities including community projects and work associated with tackling poverty.

With our housing stock including several high-rise blocks and mini-multis, the role of our concierge team is crucial to ensuring that these estates are carefully managed and cleaned, and residents feel supported by their presence. Our mobile facilities team have a key role across our stock to provide a cleaning, gritting and grounds maintenance role within our Housing & Communities Department. During the course of the plan we will be conducting a Value for Money Review on these services to demonstrate cost effectiveness and positive outcomes.

Department of Property Services

The Department of Property Services has responsibility for the delivery and management of our repairs, maintenance and asset management services within the Association. Tenant and Resident Safety underpins our approaches to both repairs and improvements, and we ensure that our activities are fully compliant with legislation and standards. The Property Services Department is essentially broken down to the Repairs Team and the Assets Team – which manages day-to-day repairs and maintenance, including elements such as void management, gas servicing and other compliance work. This in the main is reactive work – albeit our cyclical maintenance and service programmes are on a schedule.

The Assets team focus more on the procurement and delivery of our planned maintenance and investment works – such as kitchens, bathrooms, heating etc. They are also heavily involved in our energy efficiency works with a view to working towards Net Zero and EESSH 2 standards.

Department of Finance & Corporate Services

Our Department of Finance & Corporate Services also has a wide portfolio for a range of business areas. This includes financial management and control, including treasury management, credit control and investment planning. Additionally, the Corporate Services team is responsible for governance matters of the Association, as well as HR and People Management. This includes health and safety management and office management.

Our factoring service is also under this remit and have responsibility for delivering a comprehensive factoring service in accordance with the Written Statement of Services.

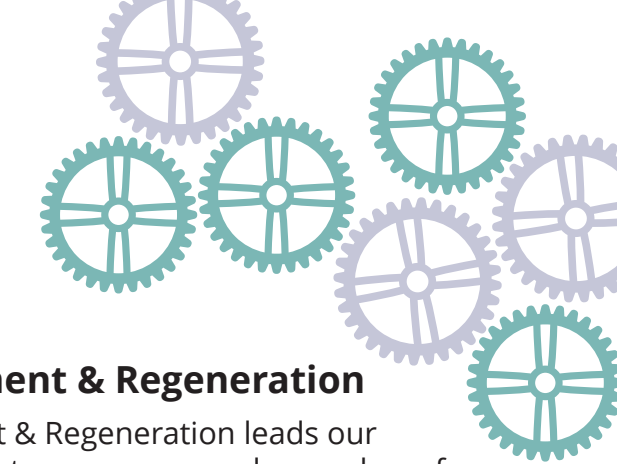
Department of Development & Regeneration

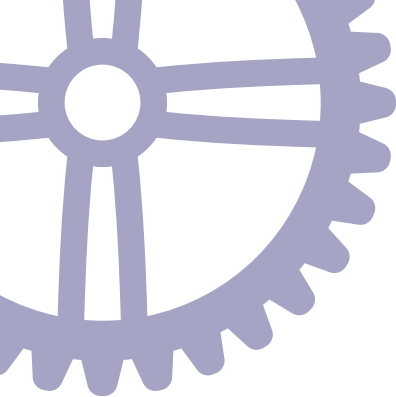
Our Department of Development & Regeneration leads our significant new build development programme and a number of major regeneration projects including retrofitting.

Southside HA has had one of the biggest development programmes in Glasgow in recent years, and continues to work with partners, Glasgow City Council in delivering new homes for the city. In 2024 we are engaged in a number of projects ranging from new builds in Pollokshaws Road, to Acquisition Retrofits in Pollokshields and Strathbungo, through to planning a potential demolition and rebuild and conversion in Albert Drive, Pollokshields. All of our development projects will be subject to rigorous financial appraisals to ensure that any future investment is sufficiently funded and does not threaten the viability of the Association.

A critical objective in this plan is the future of 150 Berryknowes Avenue. We are carrying out a feasibility study at this block and will discuss the findings with the residents to agree the best way forward – which will either be major rehabilitation or demolition/new build.

In addition, the supervision and management of Glasgow Care & Repair and Handyperson Service is delivered by this Department. This is a contracted service from Glasgow City Council and Health & Social Care Partnership.





Section 2

Operating Environment

In 2024, Southside HA, like all other social housing providers is operating in a complex and increasingly difficult environment.

Post pandemic challenges mixed with economic uncertainty brought about by socio-political pressures has resulted in housing Associations revisiting their financial projections and strategic aspirations. Southside HA is no different.

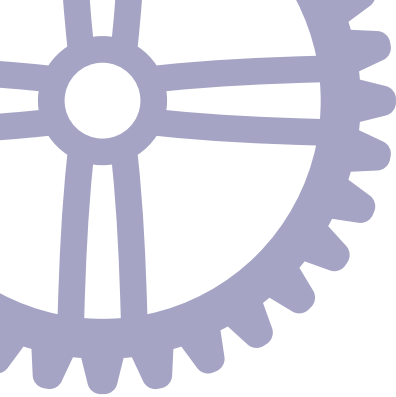
Challenges include:

- Cost of Living Crisis – Food, Fuel and Financial Poverty.
- High Inflation & Interest Rates – affecting rent levels, loan interest and tender prices through procurement.
- Reduction in Government Funding & Public Services.
- Demographic Changes – complex needs.
- Housing Emergency & Homelessness Crisis.
- Global/National Politics – war, elections, and impact on economy.
- Climate Change – Low confidence levels in new targets.
- Service Delivery – need to prioritise spend in light of cost pressures.

Our challenges and threats are not only external, and we are also in the process of tackling internal weaknesses to ensure that we are more resilient to deal with competing pressures and challenges in the future. We have recognised weaknesses with our data management and information systems, our performance in some key areas, and challenging stock conditions requiring significant investment.

With a new Leadership Team in place in 2023/4 we are now well placed to map out our new Corporate Plan with our Management Committee which will clarify what our focus will be over the next 5 years.





Section 3

Our Vision & Values

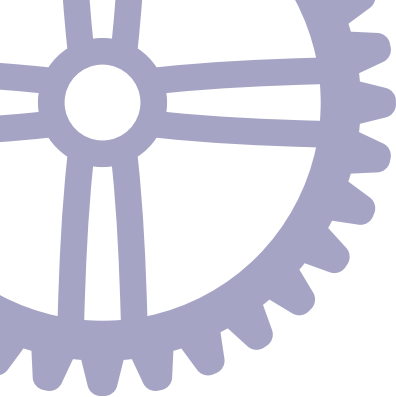
Our Vision

Impacting & Improving people's lives in a positive way.

Our Values

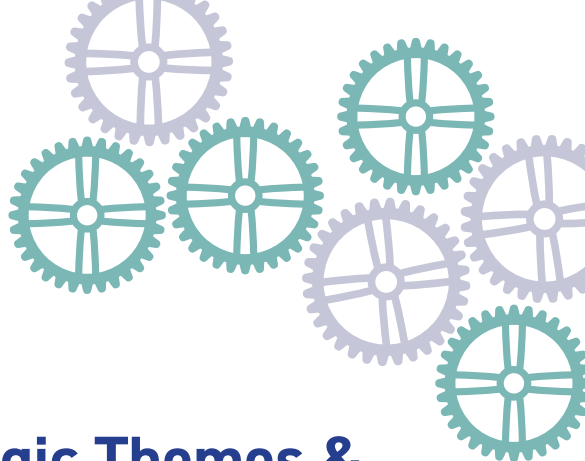
- Respect** *We will put people first, prioritise relationships, be kind and helpful and treat others as we would want to be treated.*
- Integrity** *We will conduct ourselves with honesty and transparency.*
- Positivity** *We strive for positive outcomes and focus on the solutions that will deliver them.*
- Responsibility** *We will be dependable, professional, reliable and consistent.*





Section 4

Our Strategy



Getting it Right & Shaping the Future

During our planning sessions in 2023/24 it was agreed that our next 5-year plan is a strategy which will enable a real focus on making fundamental improvements to our current service delivery and internal operations with years 4 & 5 focussing on exploring new opportunities and initiatives for Southside.



Strategic Themes & Objectives

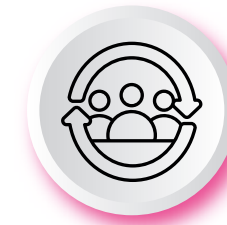
Our Six Strategic Themes will drive the Association forward with priorities and actions to help us realise our vision and be the Association we want to be.



Strategic Objectives & Outputs

Objective 1: Homes – Developing, improving and maintaining new and existing homes.

Strategic Output	Years 1 – 3 (2024 – 2027)	Years 4 – 5 (2027 – 2029)
Provision of 112 new homes.		
Provision of 70 homes for rent.		
Robust update of asset information both for condition and financing / reset of 5-year Asset Investment Plan.		
Provision of well-maintained homes, with components replaced during their lifecycle.		
Integration of comprehensive servicing programmes covering multiple servicing areas with wider planned maintenance programme.		
Robust appraisal of all potential projects. Commencement with projects which exceed the minimum threshold requirements set out in the Project Appraisal Procedure.		
New Development Strategy to be approved by Committee in August – October 2024.		
Work towards and improve EESSH2 Outcomes.		
Continuation of Disposal Strategy and decision on future of 150 Berryknowes Avenue.		
Enhanced processes to tackle mixed tenure blocks/maintenance		
Tenant & Resident safety compliance across all Southside blocks.		
Plans in place for working towards SHNZS (Social Housing Net Zero Standard) compliance and EESSH 2.		



Strategic Objectives & Outputs

Objective 2: Communities – Supporting and engaging with our communities.

Output	Years 1 – 3 (2024 – 2027)	Years 4 – 5 (2027 – 2029)
Support a programme of community activities & services and invest community benefit funding and donations in the community for the community.		
Increased community engagement throughout the course of the plan.		
Supported delivery of food poverty work in partnership with Good Food Scotland and Pollokshields Community Food Point.		
Provision of community initiatives maximising procured community benefits.		
Demonstrated measurement of the social and environmental impact of activities, projects and programmes provided by the Association.		
Ensure Southside as an employer, landlord and community anchor is a beacon for positive diversity and inclusion.		
Increased proactive housing management via estate walk abouts, annual visits, arrears targets, signposting, and referrals.		
Improved management of Greenspace Activities.		
Explore and Implement solutions in St Andrews Drive Greenspace.		
Improved tenant consultation and involvement during major works via multiple communication channels.		



Strategic Objectives & Outputs

Objective 3: Customer Services – Raising Standards and increasing Customer Expectations

Output	Years 1 – 3 (2024 – 2027)	Years 4 – 5 (2027 – 2029)
Increased satisfaction levels internally & externally through survey methodologies.		
Established Performance Improvements across the Association.		
Streamlined and documented processes and increased efficiency		
Factoring Improvements and reduced debt.		
Qualified staff to manage and direct MMR (Mid-Market Rent) activity.		
Provide a first-class MMR service in our communities meeting appropriate levels of need and demand.		
Reviewed ASB Service & implementation of New Strategy.		
Customer Portal implemented and utilised to enhance customer service.		
Improved transparency and alignment of rent and service charges across all tenancy types.		
Increased tenancy sustainment.		
Establish whether other commercial activities can be governed and ran by Southside Lettings (S) Ltd.		



Strategic Objectives & Outputs

Objective 4: Finance & Governance – Demonstrating effective governance, financial resilience, and viability.

Output	Years 1 – 3 (2024 – 2027)	Years 4 – 5 (2027 – 2029)
Ensure sufficient funding is available to enable the Association to deliver its investment programme.		
Ensure operational and investment activity is delivered within budget and adjusted where required.		
Commencement with projects which provide sufficient return on investment, are affordable and are strategically aligned with the Association's portfolio.		
Achieve a reduction in aged debt, improved supplier payment days, increased returns on cash held and a reduction in interest payable.		
Achieve improved decision making for financial planning.		
Maximised value for money across all non-core areas of activity and improved transparency regarding the performance of each activity.		
Improved governance structure to facilitate the robust evaluation of information.		
Increase membership to 100 with an attractive membership proposition which promotes ongoing membership retention.		
Improved approach to risk identification, mitigation, and ongoing management to ensure the Association risk exposure is controlled.		
Ensure stock is valued and insured at appropriate levels.		





Strategic Objectives & Outputs

Objective 5: People & Leadership – Putting People First

Output	Years 1 – 3 (2024 – 2027)	Years 4 – 5 (2027 – 2029)
Fully integrated People Strategy which drives positive culture, fosters excellent customer service, and promotes the retention of a high performing workforce.		
Development of an effectively structured plan, implemented across functions to improve upon the weaknesses identified from the results of the Employee Engagement Survey.		
Embedded intranet which provides a digital platform for engagement, communication, and development.		
Implementation of a structured and consistent training and development framework which drives the creation of high-performing teams, promotes staff progression and aids succession planning.		
Provision of transparent and well-communicated information regarding available employment benefits.		
Development and implementation of a framework which promotes opportunities in the Housing Sector for young people and ensures the Association continuously attracts new talent.		
Working Groups set up to train and communicate on protected characteristics.		
Improved policies and procedures for effective people management.		
Improved employee engagement via the use of available digital tools to ensure feedback loops are incorporated into decision making and change management.		



Strategic Objectives & Outputs

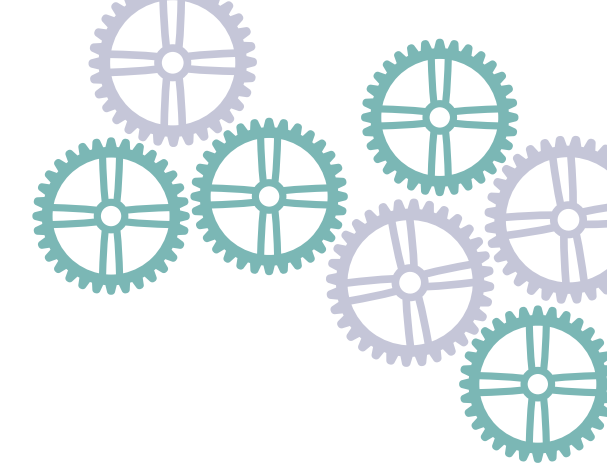
Objective 6: Collaboration & Innovation - Collaborate using innovative solutions to improve efficiency and outcomes.

Output	Years 1 – 3 (2024 – 2027)	Years 4 – 5 (2027 – 2029)
Improved IT infrastructure which underpins customer service delivery and facilitates streamlined and efficient internal processes.		
Improved approach to document management and storage which is robust, consistent, and efficient.		
Improved platform for the development and dissemination of information to support and inform decision making at all levels of the Association.		
Improved utilisation of available Microsoft applications to support the continuous improvement of internal processes.		
Improved online offering for all stakeholder groups via digital platforms to maximise the accessibility of information.		
Integrated Digital Strategy which sets out the Association's approach to the use of digital tools to support achievement of long-term objectives.		
Increased automation to increase efficiency of internal processes, improve quality and quantity of available data and improve customer service.		



Section 5

Governance and Risk



Risk Management

Our Corporate Plan takes account of key threats and weaknesses to achieving our strategic objectives. Our organisational approach to identifying and managing risk informs our decision making and forms a key component of our governance arrangements.

The Management Committee has overall responsibility for setting the Association and our subsidiary appetite in terms of risk, for on-going and regular review of the risk landscape, applying effective controls to mitigate or manage risks, and for making risk informed decisions.

Our risk management framework assesses key risks and links them to Corporate Plan strategic objectives and is a key tool in ensuring that our objectives remain on track.

Our risk management framework also forms a key part of how our Management Committee obtain assurance that our business objectives are on target, and that we are meeting all of our legal and regulatory obligations as a registered social landlord. Our approach to managing risk means that we map our sources of assurance and controls against risks, and any gaps in our controls in terms of four lines of defence:

- Operational assurance
- Strategic leadership assurance
- Independent and objective assurance, and;
- Regulators and external auditors

As part of our Corporate Plan for the next five years we will look to further develop and improve our risk management framework to ensure that:

- Our risk approach is embedded in everything we do
- We are open to identifying and taking advantage of opportunities
- We assess and understand the potential risks in relation to our major development and investment projects.

Governance

We are a community-controlled Housing Association. This means that ultimate power is held by the shareholding membership of the Association, largely made up of tenants and local people who elect the Management Committee and who may vote on key decisions affecting the Association at the Annual General meeting or a Special General Meeting.

The Management Committee represents and is accountable to the shareholding membership and provides the strategic leadership and sets the strategic direction of the Association. The Management Committee is elected by the membership and contains a mix of tenants, factored homeowners and professionals all of whom bring a broad range of skills, knowledge and experience to the Management Committee. The Leadership Team provide operational leadership and oversee the day-to-day operations and service delivery of the Association and are accountable to the Management Committee.

The Management Committee conducted a review of the Associations' governance structure in 2024, and from 1 April 2024 a Finance and Corporate Services Sub-Committee and an Operations Sub-Committee replaced the previous Audit Committee and Staffing Sub-Committee in providing governance and scrutiny support to the Management Committee.

The Associations wholly owned subsidiary Southside Lettings delivers commercial activities such as Mid-Market Rent and as a private limited company is governed by its own Board of Directors but is controlled by and accountable to the SHA Management Committee, and forms part of the overall governance structure.

As a Scottish registered social landlord and a registered charity in Scotland, we have a range of statutory and regulatory obligations and responsibilities which our Management Committee and Leadership Team must ensure we meet and comply with:

- As a Registered Social Landlord, we are regulated by the Scottish Housing Regulator (SHR) and must comply with all aspects of the regulatory framework.
- As a registered charity we are regulated by the Office of the Scottish Charity Regulator (OSCR).
- As a provider of property factoring and management services we are registered as a property factor with the Scottish Government and must comply with the provisions of the Property Factors (Scotland) Act 2011 and the Code of Conduct for Property Factors.
- As a registered society under the Co-operative and Community Benefit Societies 2014 we are regulated by the Financial Conduct Authority.

Key Partnerships

In addition to our regulatory obligations, we also work in close partnership with Glasgow City Council as the strategic authority for housing in Glasgow in the funding and provision of new homes, addressing poor housing standards and disrepair, and re-housing households who are statutorily homeless. We also work closely with Glasgow Health and Social care Partnership who have a key commissioning and contract management role in relation to our Glasgow Care and Repair Service.





Section 6

Associated Strategies



Our Corporate Plan will be delivered and supported by a range of strategies which will be closely aligned with the Corporate Plan. As well as a detailed annual delivery plan, these will include the following:

IT & Digital Strategy

The importance of a coherent IT and Digital Strategy cannot be underestimated, and our strategy will map out how our business and services will be delivered in the most efficient way, making use of new and emerging technologies where possible. We will look to improve our digital offer to our customers to make their transactions and engagement with us as accessible as possible.

People Strategy

We want our employees to feel valued at their work and be committed to our values. In order to ensure that our people deliver the best possible services and remain motivated and confident in the work that they do, we will develop a People Strategy which will be geared towards a positive, supportive and open culture. This will cover all aspects of training, development, communication and employment.

Asset Management & Development Strategy

Southside HA has been one of the key developers of new build housing in Glasgow for several years. It is important that the Association map out our development intentions for the next 5 years, which will be hugely dependent upon financial consequences. In addition, we are facing a number of key targets which impact our housing stock, including Energy Efficiency and Net Zero. We will be following up on our imminent Stock Condition Survey with a more robust Asset Management Strategy to outline our investment priorities throughout the duration of this Plan and beyond.

Equalities, Diversity & Inclusion Strategy

Our EDI Strategy will outline our commitment to promoting equalities, diversity and inclusion within the workplace, in our communities and will underpin our service delivery and communication. The Strategy will be supported by a Policy and Action Plan which will highlight what we will do and how and when we will do it to ensure our targets are achieved.

Community Engagement Strategy

Engaging with our customers and communities ensures that we have an understanding of needs, aspirations and views of our service. Our Community Engagement Strategy will provide the vehicles we will use to ensure that community engagement is meaningful and achieves outcomes. It is important not simply to engage in communication, participation and engagement; this should be managed with results being captured to help shape our future.

Delivery Plan

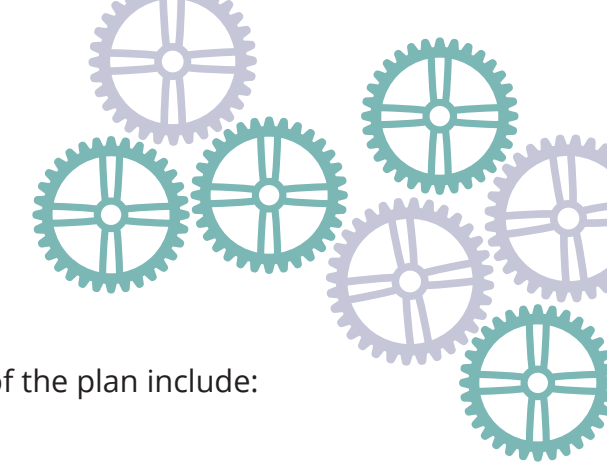
Each of our six strategic objectives have actions and targets which will help us achieve our goals. These actions and targets will be delivered through the course of the plan and each year we will capture our outputs and identify any additional actions which will need to be added. Our Delivery Plan identifies these actions, outputs and responsibilities for co-ordination and delivery.

Financial Strategy

Our Financial Strategy will take account of our 5-year and 30-year financial projections, and while it is understood that this will change – that element of the strategy can remain fluid. In addition, we will describe our approach to treasury management and investment, alongside commercial activities and income from those channels.

The strategy will focus on all of our activities to ensure that we are achieving value for money both through the procurement of services and the delivery of these to our customers. We will explore our social return on investment and demonstrate efficiencies and value for money throughout our business.





Section 7

Financial Resources

Our Corporate Plan is underpinned by a robust financial plan, based on informed assumptions regarding factors which impact the Association's financial performance. The financial plan consists of an annual budget, a five-year financial plan, and 30-year business plan. In 2024 we will introduce a new financial planning and modelling tool which will be used to update our short/medium and long term plans at least annually, to take account of cost and economic fluctuations.

Financial Outlook

The economic landscape has been challenging over the last few years and difficult trade-offs will be required to ensure the Association continues to deliver on tenant and resident safety, decarbonisation, and stock quality commitments, as well as continuing to invest in the development of new homes.

Over the five-year period projections include:

- Rental increases of CPI+ 1%.
- Growth in profitability from £650k to £2.5m in Year 5.
- A stable cash position, offsetting cash surpluses to reduce long-term debt.
- Growth in net worth from £50m to £58m in Year 5.

Financial Planning

A key focus of the corporate plan is to maximise value for money and outperform assumptions which in turn, will help minimise rent increases and maximise funds available for reinvestment into the improvement of existing homes.

Areas of focus over the duration of the plan include:

- Refinancing long-term debt.
- Improving financial strength through effective debt recovery and increasing returns on cash held.
- Improving budgetary management and control.
- Reviewing contract procurement to secure cost savings.
- Examining our processes to streamline and identify efficiencies.

Treasury Management

The Association currently utilises a revolving credit facility which provides debt finance to support investment in improvements to existing homes and the development of new homes in line with the Association's Asset Management Strategy and Development Strategy. The revolving credit facility offers flexibility for the Association to finance key projects, whilst minimising debt and avoiding high cash balances.

As at June 2024, the Association has drawn down £9m with £19m remaining for draw down.

Over the course of the plan, the Association is forecast to drawdown a further £11m which is planned to be repaid over a 15-year term.

The revolving credit facility is due to be refinanced in 2026, with the refinancing process set to commence towards the end of 2024.



SOUTHSIDE
housing association

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