



**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



\*EESSH - 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



135 Fifty Pitches Road, Glasgow, G51 4EB  
Tel: 0141 422 1112  
[enquiries@southside-ha.co.uk](mailto:enquiries@southside-ha.co.uk)



[www.facebook.com/SouthsideHA](https://www.facebook.com/SouthsideHA)

[www.southside-ha.org](http://www.southside-ha.org)

