



**GOVAN  
HOUSING  
GROUP**

**Govan  
Housing Group**  
Corporate Strategy  
2024-2029







# Introduction

**Welcome to our Corporate Strategy for Govan Housing Group, setting out our strategic direction for the next 5 years. The strategy is published at a pivotal moment in our growth as we introduce a new subsidiary into our Group.**

Govan Housing Group is an ambitious group of organisations. The Association itself possesses a rich history and one of development and innovation. Founded in 1971, the Association was the first community based housing provider, leading the way for social housing provision in Scotland. After 50 years of operating in the housing sector, the Association now manages approximately 1,600 socially rented properties and over 650 factored properties as well as taking an active role in the regeneration of the area and continuing to improve the quality of life of residents.

We are serious about turning our vision into reality and delivering excellent quality affordable homes and services that make a positive impact on people and communities. This strategy signals the future direction of The Govan Housing Group, one that is genuine about customer service, is committed to ensuring that tenants get the best possible deal and the highest quality products and services. Importantly we put our tenants central to everything that we do.

Underpinning all of this is that we continue to ensure the Group is strong and viable and able to deliver the innovative and ambitious plans we have.

This strategy was developed from a series of workshops and discussions with governing body members, staff, tenants, owners and external stakeholders.

It also was underpinned by a strategic option appraisal carried out in March 2023 which undertook a high level assessment of Govan Housing Association's governance and performance and tested the viability of the current financial plan. Following an appraisal of potential strategic options, the Board concluded that there were no compelling reasons for Govan Housing Association to consider an alternative constitutional structure and that the committee were confident that it had the resilience, resources and ability to continue to serve the interests of their tenants and the Greater Govan community well.

This strategy is supported by a 30 year financial plan and a Business Plan for each organisation in the Group as well as the following appendices: Appendix 1 - Asset Management Strategy, Appendix 2 - Customer Engagement Strategy, Appendix 3 - Business Continuity Strategy, Appendix 4 - Risk Management Policy, Appendix 5 - Equality and Diversity Strategy and Appendix 6 - Treasury Management Policy.

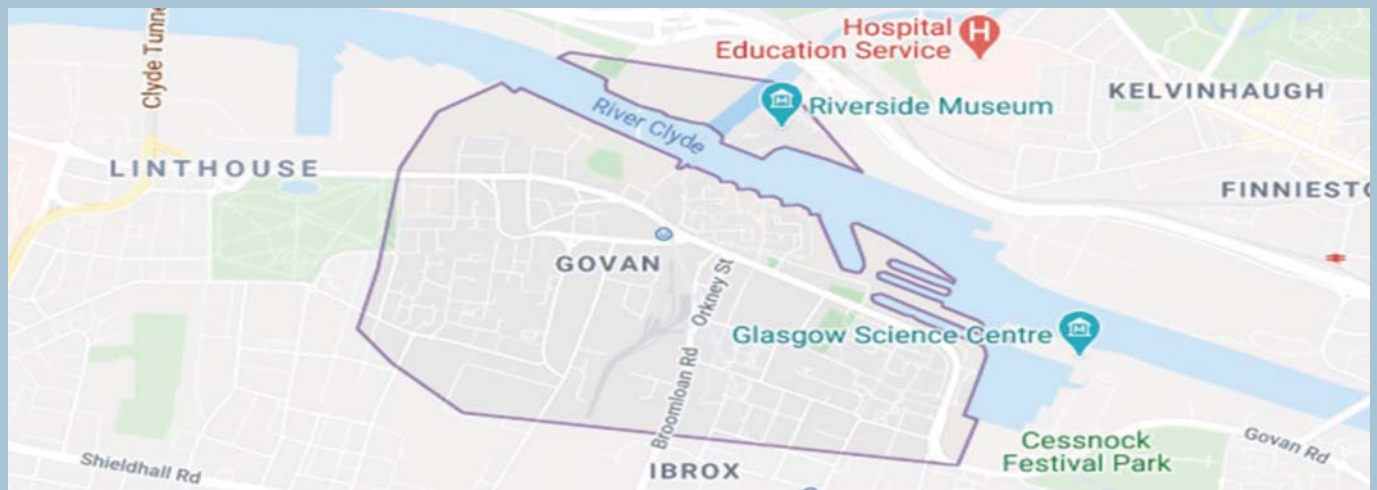
This is a really exciting and interesting time for Govan Housing Group as we continue to develop and improve the way we deliver and operate our services. Our ambitions are to continue to grow and strengthen this as we look to take advantage of the opportunities that the local community has to offer.



# About Us

**We are a high-performing and ambitious housing group with a strong set of shared values at our core. We have a 50+ years' track record of growth and innovation.**

Our parent organisation, **Govan Housing Association**, is a registered social landlord and was founded in 1971 under the name of Central Govan Housing Association. As one of the oldest housing associations in Scotland, we were the first to pioneer a community-based model. Governed by a skilled and committed Board, elected by our members, we continue to this day to serve residents across Greater Govan.



Govan Housing Association Group was created in 2017 with the establishment of our first subsidiary - **Govan Home Team**. Set up as a community interest company, with its own governing body, its profits are reinvested through the Housing Association. Founded on the earlier success of the Association's in-house trades team, it employs a skilled and experienced team committed to delivering a high quality service. The subsidiary provides a range of essential repairs, maintenance and environmental services to Govan Housing Association and, from 2024, the Water Row Company – the second subsidiary in our Group.

**Water Row Company** was incorporated as a company limited by shares in 2023, with its own governing body and reinvests any profits through the Housing Association. Created in response to the Housing Association's decision to develop mid-market rent properties, it will manage 92 new homes aimed at working households on modest incomes looking to access high-quality, affordable, rented accommodation. Located on a strategically and historically important site at Water Row, on the Clyde, the new company has taken on the management of all the Group's commercial and non-core properties and services. This includes mid-market rent, factoring, commercial and residential leasing and our award-winning money advice service.

This past year has seen us grow into a group of three organisations which together:

- serves the needs of a highly diverse and growing local community;
- provides a wide range of housing and housing-related services;
- owns and manages over 2,000 properties in the Greater Govan area;
- delivers innovative and award-winning new homes;
- employs 84 hard-working and dedicated staff;
- demonstrates effective partnership working locally and nationally;
- actively supports the ongoing development and regeneration of the local area; and
- is overseen by Govan Housing Association's skilled and committed Board, governed with a clear set of procedures and controls.

This new Corporate Strategy sits firmly within this context.

# Operating Context

In setting the scene for our new Corporate Strategy, we acknowledge the external factors which have influenced our approach. These include:

## Demographic Trends

Since the mid-2000s, Glasgow has been growing. The population is now younger and more diverse than the national average. It is also the city with the highest concentration of people living in deprived circumstances. All of this puts immense pressure on the private and social rented housing sector. Anticipating and preparing for future needs will be critical to the City's ongoing success.

## Economic Uncertainty

With inflation reducing, and interest rates still not stabilised, economic uncertainty is expected to continue for the next 12-18 months. A high % of Scottish businesses report worker shortages, recent pay rises are failing to keep pace with inflation, and the cost of living crisis continues. All of this places our customers, our partners and ourselves under some considerable financial pressure.

## Climate Change

As a society, we are all becoming more aware of the scale of the challenge to achieve Scotland's ambitious carbon reduction targets. Like other businesses, we are turning our attention on mitigation, adaptation, finance and collaboration. But as custodians of some pre-1919 tenements recognised as a key part of Govan's heritage, retrofitting viable measures will be especially challenging.

## Changing Aspirations

Around 40% of our tenants are under 35 years old. We know that each generation brings new expectations and aspirations. We know that Covid too has had an impact on our community's needs and expectations. Research and feedback, e.g. housing register data and customer surveys, helps us to plan how best to respond to these changes.

## Housing Policy

Nationally, *Housing to 2040* sets out a clear vision with a commitment from Scottish Government to deliver 110,000 affordable homes by 2032. Locally, Glasgow City Council's housing strategy prioritises delivering more homes, reducing carbon emissions, improving housing conditions and supporting people to live independently and improving access and affordability.

## Political Pressures

As part of Government response to Covid and then the cost-of-living crisis, we have seen significant Government intervention such as private sector rent freezes and eviction bans designed to offer enhanced tenant protection. With political leadership changes in Scotland and the UK, and with general/ national elections due in 2025/26, predicting future political priorities is difficult.

## Local Infrastructure

The 4th National Planning Framework (NPF4) sets out a vision for what Scotland could and should look like in 2045. It promotes 20 minute neighbourhoods and the 'Place Principle'. This, together with current investment in the local infrastructure, such as the new bridge over the Clyde, offers new and exciting opportunities for Govan and its community.

## Digitisation

We live in a world where we expect to access services via the internet – from shopping to streaming to studying. Artificial Intelligence is now embedded in many of our daily processes such as banking and recruitment. Meeting the digital expectations of current and future customers provides both challenges and opportunities.

## Post Pandemic

This country has shown how necessity can be the mother of invention. Recent health and economic crises have offered opportunities for new ways of working, how organisations and communities can produce rapid responses, how services can be reshaped, and the benefits of a sharper focus on the health and wellbeing of our customers and employees. Managing the impact of the pandemic and the cost-of-living crisis is likely to be a key feature of our work in the coming years.

# Our Vision

## Moving Govan Forward

At the heart of this strategy is our enduring commitment to the local area and community. It is this commitment to place and people that motivates us to be the best we can. We continue to reflect this in our long-term vision and purpose statements, deliberately focusing these on the positive impact we want to make.

## Our Purpose

**To preserve the history and pride of Govan and guarantee its future by enhancing aspirations and improving lives.**

We are proud to work in such a vibrant area of the City and share an appreciation of its rich history and archaeological and industrial heritage. Our purpose serves to remind us and others of why we do what we do. This is more important than ever as we expand our Group structure and introduce new services. How we will deliver on our purpose is set out in our values, ambitions and strategic priorities.

Our 'CARE' values drive our behaviours, approach and decisions. They help to ensure a consistent and seamless experience for our customers, staff and partners irrespective of their point of contact with us.

## Our Values

### Considerate

We offer understanding, respect and kindness.



### Accountable

We understand our role and accept responsibility for our actions.



### Results-focused

We agree clear performance standards and aim for success.



### Enterprising

We use our initiative and are innovative and resourceful.





# Our Ambitions

Sitting under our long-term vision and purpose, are our eight specific ambitions for the next 5 years. Between them, they describe where we want to be by 2028.

By 2028, we will have achieved the following:

- 1** Our new **Group structure will be fully embedded** and functioning well together. Each organisation will understand its role and responsibilities within the Group and its accountability to Govan Housing Association as parent of the Group. Each will have a separate identity and operate from its own premises. With the new subsidiary, we will have welcomed additional Board members with specialist skills into the Group. Our Group will be well governed and known and trusted by our customers, partner organisations and the local community.
- 2** We will have **expanded our service offer** with the introduction of mid-market properties at Water Row. With these, we will have set a new standard for the local private rented sector, met the housing needs of working households on modest incomes, and helped to regenerate a strategically and historically important site on the Clyde.
- 3** We will have **enhanced our performance**. We will have delivered demonstrable improvements across our key measures of service and financial performance. We will be performing well when compared to our peers. Each organisation in the Group will continue to be financially viable and the two subsidiaries will have started to gift aid profit to Govan Housing Association to reinvest in local services.
- 4** Our customers will be benefitting from an **improved customer experience**. We will have updated our understanding of customers' needs and expectations and will be offering a more personalised service. Customer feedback will have helped us to improve our services and approach. Customer satisfaction will have improved as a result.
- 5** Our **homes will be high-quality**, affordable, warm and safe. We will have significantly increased the number of homes we own and manage, primarily through the 92 new mid-market rent properties due to be completed in 2024. We will have a robust and integrated asset management strategy underpinned by comprehensive and up-to-date stock condition data. We will have developed a clear plan to work towards achieving enhanced energy efficiency (ESSH2) and net zero.
- 6** We will have fully **adopted a digital first approach**. We will have reduced the customer effort to book appointments, access and track services and provide feedback. We will be responding to queries quickly and comprehensively. Through our web-based housing and finance systems, our staff will have access to smart and integrated management and reporting tools. We will have access to real-time data.
- 7** We will continue to be **recognised as a great employer**. Our staff will feel valued, supported and empowered to deliver high-quality customer services. We will have widened our skills base and adopted a multi-skill approach to improve capacity, agility, and career progression. As our performance has improved, so has job satisfaction.
- 8** Our strengthened Group will create a strong platform to **grow our business further** and widen our impact. We will have considered various options to expand and many of these opportunities will be innovative and involve partnership working. We will be reaching the stage where we are ready to implement the most advantageous of these proposals.

# Our Strategic Objectives

To ensure we achieve our 5-year ambitions, we have sharpened our strategic objectives. Together, these five themes provide a focus for our decisions and activities.

**Customers:** Create a positive customer experience.

**Services:** Deliver excellent services and maximum value.

**Homes:** Provide high-quality, affordable and well-maintained properties.

**Partnership:** Develop effective and innovative partnerships

**Leadership:** Ensure strong governance, performance, and financial control.

## Customers: Create a positive customer experience.

Over the next 5 years we will continue to smooth and simplify the journey our customers go through when they engage with us and access the services we offer. As we expand our group structure in 2024 to having three separate organisations working together to deliver services, sometimes to the same customers, we are more determined than ever that customers receive a consistently high quality and seamless service from us. We will seek feedback and input from our customers, set clear standards and expectations for our staff, make the most of digital technologies, and embed our values and customer-orientated approaches.



## Services: Deliver excellent services and maximum value.

We are committed to ensuring that the services we deliver meet the needs and aspirations of our customers; deliver on the high standards set by Government, the Scottish Housing Regulator and others; and offer value for money to our customers and wider society. We appreciate in the current climate that we cannot afford to be complacent and will continue to strive to improve on previous performance despite the many challenges. We have identified areas where we believe we can improve our performance and deliver better value and we have clear plans in place to address these.







## Homes: Invest in high-quality, affordable and well-maintained homes.



We perform well above the national average when it comes to the number of our tenants satisfied with the quality of our homes. However, we do not perform so well when it comes to tenants' satisfaction with the quality of our repairs. We know we have work to do here. We have some very significant challenges in meeting modern energy efficiency standards and net zero targets because of the nature of many of our properties (e.g. pre-1919 tenements). We will continue to explore innovative solutions. Due to the increasing housing need in our local area, we will also continue to explore opportunities to build, purchase or lease good quality homes to add to our existing portfolio.

## Partnership: Develop effective and innovative partnerships.



The Greater Govan area benefits from a large network of public and community organisations working to benefit the local area and its people. We have a successful track record of partnership with many of these. One of the best well-known is our GEL partnership, formed with Elderpark and Linthouse housing associations. Over the next 5 years we will seek to strengthen our existing partnerships while also assessing opportunities for new partnerships. For example, we hope to expand the commercial and non-core activities of our new subsidiary, the Water Row Company, which could include offering services to other social landlords.

## Leadership: Ensure strong governance, performance, and financial control.



Directing, overseeing and safeguarding our Group requires effective leadership. The responsibility for this ultimately rests with Govan Housing Association's Board with prescribed elements discharged to four sub-committees, the Boards of the two subsidiaries, and the Group CEO. Over the next 5 years we will maintain our strong focus on governance, performance, risk, financial control, and assurance. We will embed our new subsidiary into these frameworks and seek to refine and improve our approach where possible. We will remain vigilant to changes in our operating environment and continue to review and test our financial assumptions. We will also continue to support and encourage our talented workforce, equipping and empowering them to deliver on our ambitions. We remain committed to creating a healthy working environment where the wellbeing of staff and governing body members is taken seriously.

# Delivering our Strategy

Our overall strategic direction for the next 5 years can be summarised in three phases:



Each organisation within the Group has set out how it will contribute to the successful delivery of this strategy in its own Business Plan. We have collated the high level strategic priorities for the Group and set these out in the table below. This will be used by Govan Housing Association’s Board to assess how well we are meeting our Group’s 5-year ambitions and strategic objectives.

5 Year Ambitions (Key Outcomes)	Priority Projects
<b>1. Embedded group structure (Aligned to Strategic Objective - Customer/Leadership)</b>	
<b>1.1 Ensure a positive and seamless experience for our tenants and other customers</b>	Review our service standards and service level agreements to ensure a streamlined approach to service delivery.
<b>1.2 Lead the processes to embed the new subsidiary into the Group and use this as an opportunity to strengthen our oversight of both subsidiaries, reset our culture, and improve internal communication and collaboration by the following:</b>	Ensure clear lines of reporting are in place for each member of the group. Ensure the remits of the group clearly details reporting lines and functions.
<b>1.3 Ensure compliant inter company governance</b>	Ensure Regulatory Standards are adhered to where applicable for each member of the group.
<b>1.4 Ensure effective inter-company communication</b>	Ensure all partners, sub-contractors, and funders are aligned with our Groups’ ambitions and values.
<b>1.5 Ensure good inter-company relations</b>	Involve and empower staff and celebrate achievements of all group members.





Performance Indicator/ Measure of Success	Annual Targets for the next 5 years					
	Scottish Average 2023	2023/24	2024/25	2025/26	2026/27	2027/28
% of Tenants satisfied with our overall service.	86.70%	87%	87%	90%	90%	90%
Level of Regulatory Engagement	N/A	Compliant	Compliant	Compliant	Compliant	Compliant
Level of Regulatory Engagement	N/A	Compliant	Compliant	Compliant	Compliant	Compliant
Contractor's Management Procedure to ensure they sign adherence to ambitions and values.	N/A	N/A	N/A	N/A	N/A	N/A
Fair Work First members - acknowledged by GCC	N/A	N/A	N/A	N/A	N/A	N/A

5 Year Ambitions (Key Outcomes)	Priority Projects
<b>2. Expanded Service Offer (Aligned to Strategic Objective - Services/Homes/Partnership)</b>	
2.1 Completion of Development project	WRC - Deliver 92 mid-market rent properties.
2.2 Improve inter-company performance	Work with our subsidiaries to improve service performance and quality assurance across all areas they deliver on our behalf (e.g. Right First Time).
2.3 GHT grow business	GHT - procure contracts outwith the Group.
2.4 Expand services within WRC	WRC - Procure more factored properties outwith GHA properties
2.5 Work in Partnership	<p>GHA - work in partnership with local RSL's to continue to build on community driven services such as fuel poverty etc. Work with funders to identify and promote grants for owners.</p> <p>Ensure we continually horizon gaze to explore potential future trends and scenarios.</p>
<b>3. Enhanced Performance (Aligned to Strategic Objective - Customers/Services/Leadership)</b>	
3.1 Reduced Customer Debt - tenant and owner	Continue to review arrears management processes.
	Continue to grow money advice services.
3.2 Repairs are delivered on time	Improved repair response times
3.3 Tenancies are sustained	Continue to review and improve service plans (e.g. tenancy sustainment and Section 5 homeless allocations).
	Develop and implement our vulnerable tenant process.
3.4 Maintenance service delivery VFM	Demonstrate VFM in delivering reactive maintenance services
3.5 Deliver for Value for Money	Strengthen our partnership framework to improve our services, widen our impact and deliver enhanced value for money.



Performance Indicator/ Measure of Success	Annual Targets for the next 5 years					
	Scottish Average 2023	2023/24	2024/25	2025/26	2026/27	2027/28
% of MMR tenants satisfied with the WR Company as their landlord	N/A	87%	90%	90%	90%	90%
RFT%	87.80%	100%	95%	96%	97%	98%
Number of new secured contracts	N/A	N/A	N/A	N/A	N/A	N/A
Number of new factored properties	N/A	N/A	N/A	N/A	N/A	N/A
Number of projects involved in	N/A	N/A	N/A	N/A	N/A	N/A
Monetary value of success rate of money advice team	N/A	N/A	N/A	N/A	N/A	N/A
	Scottish Average 2023	2023/24	2024/25	2025/26	2026/27	2027/28
Rent debt (Gross Arrears) %	6.86%	4.75%	4.5%	4.3%	4.1%	3.9%
Reduction in rent debt (Gross Arrears) %	As above	As above	As above	As above	As above	As above
Reduction in current factoring debt	N/A	N/A	0.20%	0.20%	0.20%	0.20%
Factoring Satisfaction %	61.79%	61.79%	66%	68%	70%	90%
Emergency Repair hours	4.17 hours	4 hours	4 hours	4 hours	4 hours	4 hours
Urgent	N/A	2 hours	2 hours	2 hours	2 hours	2 hours
Routine 5	N/A	5 hours	5 hours	5 hours	5 hours	5 hours
Routine 10	N/A	10 hours	10 hours	10 hours	10 hours	10 hours
Void Turnaround days	55.61 days	21 days	21 days	20 days	19 days	18 days
% of tenancies sustained for more than a year	91.22%	90%	90%	91%	92%	93%
As above	N/A	N/A	N/A	N/A	N/A	N/A
Reactive Maintenance costs per unit	N/A	£473	£483	£493	£501	£506
% of tenants who feel their rent represents VFM	81.79%	82%	84%	86%	88%	90%

5 Year Ambitions (Key Outcomes)	Priority Projects
<b>3. Enhanced Performance (Aligned to Strategic Objective - Customers/Services/Leadership)</b>	
<b>3.6 Demonstrate effective governance</b>	Complete annual Assurance Action Report/ Assessment undertaken annually of Regulatory Standards of Governance & Financial Management.
<b>3.7 Effective Disaster Recovery plans in place</b>	Maintain robust disaster recovery & business continuity systems.
<b>3.8 Demonstrate affordability</b>	Carry out a full review of our rent harmonisation model.
<b>3.9 Effective Risk Management in place</b>	Ensure Risk Registers are in place and Board appetite is recorded.
<b>4. Improved Customer Experience (Aligned to Strategic Objective - Customers/Leadership)</b>	
<b>4.1 Improved Customer Satisfaction</b>	Ensure Customer Service enquiries are resolved first time. Implement a Tenants satisfaction survey and an action plan for areas of improvement.
<b>4.2 Increased customer &amp; community involvement</b>	Implement an enhanced customer engagement strategy. Agree a 3 year plan with our Tenant Improvement Group.
<b>4.3 Achieve customer accreditation</b>	Implement Customer Service Excellence Accreditation.
<b>4.4 Increased satisfaction with opportunities to participate</b>	Customers have more opportunity to influence services.
<b>4.5 Owners are supported</b>	Promote external funding to help owners maintain and improve their homes.
<b>4.6 More tenants satisfied with how we manage their neighbourhood</b>	Improve the environmental appeal in our communities by focusing on enhanced partnership with agencies to reduce ASB/Cleansing issues.
<b>4.7 More wider action projects supported and Social Value is measured</b>	Enhance wider reach in the community.



Performance Indicator/ Measure of Success		Annual Targets for the next 5 years				
		2023/24	2024/25	2025/26	2026/27	2027/28
	<b>Scottish Average 2023</b>					
Compliant/Non Compliant	N/A	Compliant	Compliant	Compliant	Compliant	Compliant
% Assurance through audit of function (High/Moderate/Low)	N/A	N/A	N/A	N/A	N/A	N/A
Benchmarking Rent increase levels	5.14%	6.25%	5%	5%	5%	3%
Number of times Risk Registers reviewed annually	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
	<b>Scottish Average 2023</b>					
% Tenant satisfied satisfied with queries resolved at first contact (on-going service survey)	N/A	N/A	N/A	N/A	N/A	N/A
Number of new members involved in Scrutiny/Consultation Register	N/A	N/A	N/A	N/A	N/A	N/A
Number of exercises undertaken involving tenants.	N/A	N/A	N/A	N/A	N/A	N/A
% complete	N/A	N/A	50%	100%	100%	100%
% of tenants satisfied with opportunities to participate	85.86%	72%	80%	85%	86%	87%
Number of publicity/communications to owners highlighting funding/efficient measures.	N/A	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
% of tenants satisfied with Govan's contribution to the management of the neighbourhood they live in.	84.30%	71%	75%	80%	85%	85%
Number of projects supported	N/A	N/A	N/A	N/A	N/A	N/A

5 Year Ambitions (Key Outcomes)	Priority Projects
<b>5. High-quality Homes</b> <b>(Aligned to Strategic Objective - Customers/Homes/Partnership/Leadership)</b>	
<b>5.1 Improved Tenant Safety</b>	Focus on delivering performance targets in regards to tenants & resident safety.
<b>5.2 Our homes remain desirable</b>	Implement our investment programmes. Update the data we hold on the condition of our properties and review our Asset Management Strategy in conjunction with our stock condition survey 2024.
<b>5.3 Our homes meet EESSH2</b>	Pilot retrofit solutions and prepare a plan to meet EESSH2.
<b>5.4 Improved carbon footprint</b>	Look at working practices to minimise and reduce carbon footprint and future proofing our stock. Ensure horizon scanning/networking and attendance at forums is maximised in this approach.
<b>5.5 Ensure we manage difficult to let stock appropriately</b>	Review and update our Difficult to Let strategy.
<b>5.6 Ensure tenants are assisted to remain in their home</b>	Continue to undertake adaptations to support tenants to live independently.
<b>6. Digital First Approach fully adopted</b> <b>(Aligned to Strategic Objective - Customers/Services/Homes/Leadership)</b>	
<b>6.1 Offer increased digital choice, improved communication, more feedback, and access to real-time performance data</b>	Review and enhance our digital strategy and customer portal.
<b>6.2 Increased take up of digital services</b>	Strengthen our digital services to support participation.

Performance Indicator/ Measure of Success	Annual Targets for the next 5 years					
	Scottish Average 2023	2023/24	2024/25	2025/26	2026/27	2027/28
Combined % of homes meeting legal compliance of Gas Safety/EICR/ Legionella inspections complete/ Asbestos surveys compliant/ Damp and Mould compliance	N/A	N/A	100%	100%	100%	100%
% of Properties with CP12 on or before anniversary date (Gas)	N/A	100%	100%	100%	100%	100%
% of Properties with valid EPC	N/A	100%	100%	100%	100%	100%
% of Properties with valid EICR	N/A	100%	100%	100%	100%	100%
% of Properties damp and mould free	N/A	100%	100%	100%	100%	100%
% of Properties legionella free	N/A	100%	100%	100%	100%	100%
% of tenants satisfied with quality of home	84.16%	86%	88%	90%	92%	94%
% of Homes meeting SHQS	N/A	77%	77%	77%	77%	77%
% of planned investment complete	N/A	100%	100%	100%	100%	100%
% of Homes meeting EESSH2	N/A	Awaiting Guidance	Awaiting Guidance	Awaiting Guidance	Awaiting Guidance	Awaiting Guidance
% of properties meeting Net Zero guidelines	N/A	Awaiting Guidance	Awaiting Guidance	Awaiting Guidance	Awaiting Guidance	Awaiting Guidance
% of offers refused	30.87%	25%	25%	24%	23%	22%
Number of adaptations undertaken in reporting period	N/A	N/A	N/A	N/A	N/A	N/A
	Scottish Average 2023	2023/24	2024/25	2025/26	2026/27	2027/28
% of Customers happy with digital access - working survey	N/A	N/A	N/A	N/A	N/A	N/A
% of customers with the facilities to engage digitally - ongoing service survey	N/A	N/A	N/A	N/A	N/A	N/A



## 5 Year Ambitions (Key Outcomes)

## Priority Projects

### 7. Recognised as a great employer (Aligned to Strategic Objective - Partnership/Leadership)

7.1 Address resource issues/workspaces	Implement new staff structure and update office space.
7.2 Ensure we are a socially responsible organisation	Establish Social Corporate Responsibility Policy
7.3 Improved Working Practices	Implement SharePoint Make better use of our housing management and finance system to improve our management, analysis, and reporting functions.
7.4 Our people have all the support they need to do their job effectively	Consider blended approach to working. Continue to support the wellbeing of our people and offer flexible and attractive working conditions.
7.5 Instil a strong performance management culture	Encourage improvements to our processes, effective benchmarking, greater transparency with staff, and ensuring everyone understands their role, responsibilities, quality standards and performance targets. Report the new PMF bi-annually to Board.

### 8. Ready for Further Business Growth (Aligned to Strategic Objective - Services/Homes/Partnership)

8.1 Improved market info and customer insight	Strengthen our use of market info and customer insight
8.2 Embed a growth mind set	Work with partners to identify opportunities to support the Group to prepare for further growth.
8.3 Continue to look for opportunities to expand our property portfolio	Ensure we continue to work in partnership with stakeholders such as GCC, DRS etc to ensure we are aware of any potential development opportunities and continue to participate in aquisition strategy and Ibrox Strategy.



Performance Indicator	Scottish Average 2023	Annual Targets for the next 5 years				
		2023/24	2024/25	2025/26	2026/27	2027/28
% Staff satisfaction level ongoing service survey	N/A	N/A	85%	90%	90%	90%
Include question within above survey	N/A	N/A	N/A	N/A	N/A	N/A
% Staff satisfaction level with systems - ongoing service survey	N/A	N/A	80%	85%	90%	90%
% Staff satisfaction level with systems - ongoing service survey	N/A	N/A	90%	95%	95%	95%
Bi-annual PMF report to Board	N/A	N/A	Bi-annual	Bi-annual	Bi-annual	Bi-annual
		2023/24	2024/25	2025/26	2026/27	2027/28
Ensure Board happy with market info	N/A	N/A	N/A	N/A	N/A	N/A
Ensure Board are kept informed of all potential opportunities.	N/A	N/A	N/A	N/A	N/A	N/A
Number of new homes completed/Acquired	N/A	N/A	0	0	0	0



# Resourcing our Strategy

In delivering this Corporate Strategy, we will continue to develop and draw on our significant strengths and resources. We recognise these as the key enablers underpinning the delivery of this strategy and our future success.







# Risk Management

**Risk is defined as the uncertainty of outcome, whether positive opportunity or negative threat of action and events.**

By its nature, risk is not necessarily bad. We appreciate that risk has to be assessed in respect of the combination of likelihood of something happening and the impact that arises if it does happen. We do this through our Group Risk Management Strategy and Risk Register which we review on an annual basis, or when there is significant change in our operating environment. Currently, we are monitoring 24 risks.

We recognise our responsibilities to protect and safeguard the use and application of tenants' and public funds and take all reasonable measures to prevent, minimise and where possible mitigate the impact and likelihood of these risks from crystallising.

Our Group's Audit Committee plays an important role here. Its remit includes considering the implications from the internal auditor's annual report, preparing the internal audit programme for the coming year, reviewing the annual assurance report and resulting statement, and managing the risk register.

# Monitoring & Evaluation

**Govan Housing Association's Board, as parent organisation in the Group, is responsible for ensuring not only that we have the right strategy in place, but more importantly, whether it is being delivered as intended and making a positive impact.**

In support of this new Corporate Strategy, we have strengthened our Performance Management Framework to improve how we assess and report on our strategic performance across the whole Group.

Our new approach will be centred around our 5-year ambitions and strategic objectives and focuses on outcomes (whether we are achieving the desired impact) rather than activities (whether we have completed a particular task). We know that this is not always easy to do, especially when it can take some time to see the impact of our activities. Nonetheless, we are committed to improving and refining our framework and approach over the next few years.

Each organisation in our group structure has developed its own Business Plan setting out how it intends to contribute to delivering our Group ambitions. The governing body of each organisation will use this to assess their success. Each organisation also has its own 5 year financial plan.









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