



GOVAN  
HOUSING  
ASSOCIATION

# Business Plan 2024-2027



# About Us

**We are a registered social landlord, 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. We are the parent in a Group of 3 organisations. We oversee the Group via independence agreements, service level agreements and various policies and controls.

## Why we need a Business Plan

- To ensure all 3 organisations in the Group are strategically aligned.
- To set out how we will contribute to delivering our Group's ambitions.
- To ensure we achieve our strategic as well as our operational targets.
- To help us to assess our strategic performance.

# Strategic Framework

Our 5-year Corporate Strategy sets out our Group's ambitions and provides a strategic framework for this Business Plan.

## Our Vision

*Moving Govan Forward*

## Our Purpose

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

## Our Values

**Considerate**



**Accountable**



**Results-focused**



**Enterprising**



## Strategic Objectives

**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.

## Desired Outcomes

1. Embedded group structure
2. Expanded service offer
3. Enhanced performance
4. Improved customer experience
5. High quality homes
6. Digital first approach fully adopted
7. Recognised as a great employer
8. Further business growth

## Key Resources

Number of Board Directors	10
Number of employees	38
Number of homes	1,600
Annual turnover	£9m
Number of subsidiaries	2

## Strategic Objectives

In this Business Plan we present our strategic priorities for the next three years and demonstrate how we will translate our Group ambitions and strategic objectives into actions with tangible and measurable results.

# Strategic Direction for the next 3 years

**Embedding**  
our new  
subsidiary

**Strengthening**  
our Group  
performance

**Preparing**  
for further  
growth

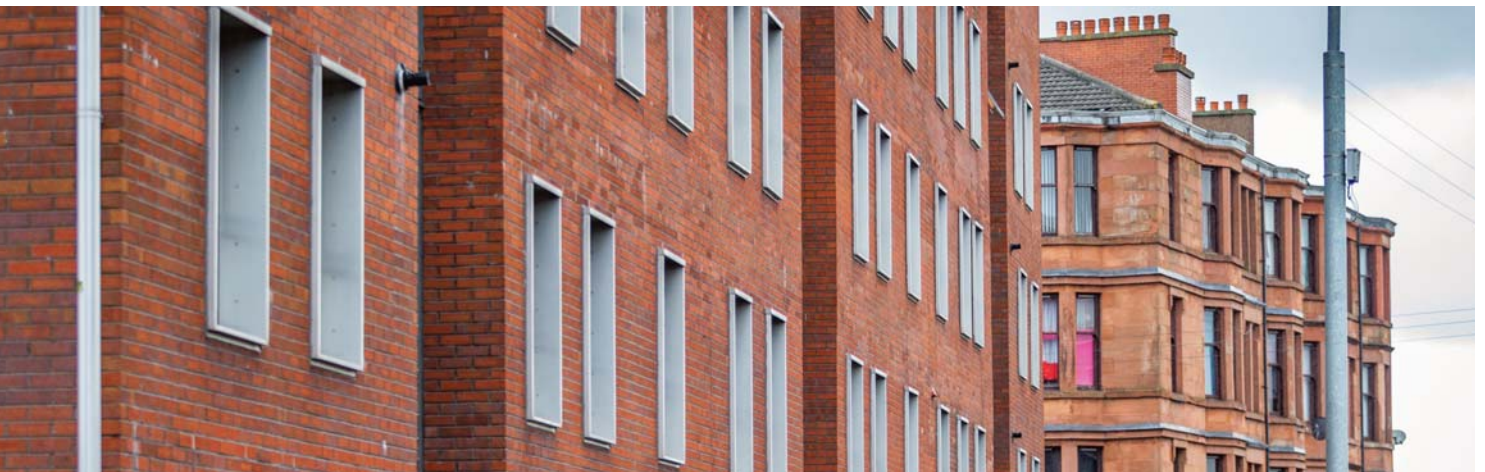
## Customers: Create a positive customer experience.

We want the customer journey to be as smooth and straightforward as possible. We want to reach more people, improve access to our services and increase customer satisfaction. We also want to offer a more personalised approach underpinned by our Group values and a better understanding of our customers' changing needs and expectations. With growing demand for our services, many households with increasingly complex needs, and the inevitable changes in expectations with each new generation, we fully understand the challenges we face.



### Over the next 3 years we will:

- Review our service standards and service level agreements to ensure a positive and seamless experience for our tenants and other customers.
- Implement an enhanced customer engagement strategy.
- Implement a Tenants satisfaction survey and an action plan for areas of improvement.
- Agree a 3 year plan with our Tenant Improvement Group.
- Review and enhance our digital strategy and customer portal, offering increased customer choice, improved communication, more feedback, and access to real-time performance data.





## 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 and offer exceptional value for money. 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 (e.g. rising costs). We know that there are several areas where we can improve our performance and offer better value for money and we will have plans in place to address these.



### Over the next 3 years we will:

- Widen our service offer with the completion of 92 high-quality mid-market rent properties.
- Work with our subsidiaries to improve service performance and quality assurance across all areas they deliver on our behalf (e.g. Right First Time).
- Review key standards and policies for value for money (e.g. our voids standard).
- Carry out a full review of our rent harmonisation model.
- Continue to review and improve service plans (e.g. tenancy sustainment and Section 5 homeless allocations).

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

We are fully committed to protecting the quality of our homes and ensure they remain desirable, safe, affordable and legally compliant. This also means ensuring our homes are fit for the future in terms of their location, design, size and accessibility. In working to deliver this, we will need to overcome some significant challenges. For instance, standards are set to improve (e.g. to help deliver Scotland's energy efficiency and net zero targets); labour, energy and material costs are increasing; and around a third of our properties are pre-1919 tenements. Our plans to address all of this will be set out in our Asset Management Strategy.



### Over the next 3 years we will:

- Update the data we hold on the condition of our properties and review our Asset Management Strategy.
- Implement our investment programmes.
- Focus on delivering performance targets in key business areas (i.e. tenants & resident safety, planned and cyclical maintenance, voids, and reactive repairs)
- Review and update our Difficult to Let strategy.
- Pilot retrofit solutions and prepare a plan to meet EESSH2.
- Continue to look for opportunities to expand our property portfolio.
- Continue to undertake adaptations to support tenants to live independently.

## Partnership: Develop effective and innovative partnerships.

We have a long and successful track record of partnership working at a local and national level. Through these various partnerships we have been able to jointly deliver projects; attract significant funding which has been invested into the community; share information and skills; and been able to signpost our tenants to additional services. We are keen to strengthen our existing partnerships and also identify opportunities for new mutually beneficial partnerships.



### Over the next 3 years we will:

- Strengthen our partnership framework to improve our services, widen our impact and deliver enhanced value for money.
- Ensure all partners, sub-contractors, and funders are aligned with our Groups' ambitions and values.
- Review our Asset Management Strategy in conjunction with our stock condition survey 2024.
- Work with partners to identify opportunities to support the Group to prepare for further growth.

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

We understand the importance of maintaining a strong focus on governance, performance, risk, financial control, and assurance. In the current climate, it is important that we remain vigilant to changes in our operating environment and continue to review and test our assumptions. Just as important is how we continue to support, equip and empower our people to deliver high performance.



### Over the next 3 years we will:

- 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.
- Instil a strong performance management culture with improvements to our processes, effective benchmarking, greater transparency with staff, and ensuring everyone understands their role, responsibilities, quality standards and performance targets.
- Make better use of our housing management and finance system to improve our management, analysis, and reporting functions.
- Continue to support the wellbeing of our people and offer flexible and attractive working conditions.
- Strengthen our capacity and prepare for growth by continuing to invest in improved communication, training, support and supervision, team building and succession planning



# Monitoring & Review

**Our Group's Corporate Strategy signals our intention to move towards a more structured approach to managing strategic and operational performance.**

Our Board is responsible for ensuring not only that we have a robust business plan in place, but more importantly, whether it is being delivered as intended and making a positive impact. The Board of our parent, Govan Housing Association, is required to satisfy themselves that our business plan is appropriate and does not place the Housing Association, or their tenants at risk.

In support of our new Corporate Strategy, we intend to strengthen 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. Our Board will use this to monitor and assess our success.





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