



Govanhill
HOUSING ASSOCIATION



BUSINESS STRATEGY
2026–2029

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1. Welcome to the Govanhill Housing Association Business Strategy 2026–29

The Govanhill Housing Association mission is to provide 'Quality homes in attractive neighbourhoods and vibrant communities'

This mission reflects our commitment to delivering high quality homes and services in thriving communities that are great places to live. Achieving this means we will have a long-term impact on the success and wellbeing of our community and those who live in it.

This new Business Strategy sets out how we will achieve this mission over the next 3 years, working in partnership with tenants, our community, investors, commercial partners, Glasgow Council, RSL partners and the Scottish Government. It places our staff at the heart of delivering excellent, value for money services, which

improve the standard of our homes, neighbourhoods and tenant experiences.

Govanhill HA is a membership-based, community-controlled housing association and registered Scottish charity. We operate in the Govanhill and Merrylee neighbourhoods of Glasgow. The Association is led by a voluntary, experienced Management Committee, largely made up of tenants and local residents. As well as providing a diverse range of skills, our Management Committee offers us strong local insight into the needs of our tenants and community.

1. Welcome to the Govanhill Housing Association Business Strategy 2026–29

We start from a position of strength both financially and as a trusted landlord and community anchor. But we are operating in uncertain and challenging times, and we need to adapt and embrace new challenges like Glasgow's housing emergency, the cost of living, climate change, rising construction costs and advances in technology.

We know that our tenants' needs and expectations are growing and that we need to keep pace by improving how we deliver services and target our support.

At the same time, we are committed to delivering well maintained, energy efficient homes in neighbourhoods where people live well, have the right opportunities, and feel connected to their community.

To achieve this, our vision for the next 3 years is:



We will transform how we work, to improve our homes, strengthen our services and deliver better outcomes for our communities

This vision captures our key ambitions for the next 3 years including:



Transforming the way we work...

... acknowledges the desire for Govanhill HA to be a dynamic, data driven and collaborative organisation where staff have more capacity to improve customer experiences and add value



Improving our homes...

... conveys a strong ambition to prioritise housing investment, by pursuing innovation and partnerships to progress net zero and, where viable, deliver new build



Better outcomes for communities...

... underlines the importance of neighbourhood and environmental improvement in the Association's future ambitions, as well delivering targeted support to those customers most in need

Achieving this means we can target our resources towards what matters most to our tenants and communities, whilst maximising our investment in homes, places and business improvements.

To deliver this vision in the next 3 years, our objectives will be:

1. To work with residents and partners to improve the quality of our neighbourhoods and make them great places to live
2. To actively seek opportunities to increase housing supply and continue to respond to the housing emergency
3. To find innovative ways to improve housing quality and pursue net zero and affordable warmth
4. To transform our customer experience, improve value for money, and deliver responsive, inclusive support for all who need it
5. To reimagine how we work to improve efficiency and develop our people and culture

Achieving these objectives will result in:

- ✓ safe and appealing neighbourhoods, which meet the needs of our community and where people feel proud to live
- ✓ more homes which meet the needs of our community whilst balancing investment in our existing housing stock
- ✓ improvement to the energy efficiency of our homes, their impact on the environment and the affordability of heating costs
- ✓ better, more responsive tenant services, which are easy to access and use, and which deliver the right outcomes
- ✓ new, smarter ways of working which support and empower our people and make Govanhill HA an even better place to work.

The purpose of the Govanhill Housing Association Business Strategy is to detail how the transformation of homes, neighbourhoods, services and the way we work will take place. It builds on a strong foundation of analysis, service planning and consultation with tenants, staff and Committee members.

The document sets out:

- more about Govanhill Housing Association, Govanhill Community Development Trust (GCDT) and the way we deliver services
- the challenges and opportunities we face to meet our ambitions
- the key issues which need action, investment and partnership if we are to succeed
- the resources we have available to us and how we will target investment in the right areas
- our action plan, detailing exactly what we will do and when.

2. Govanhill HA: What is Shaping our Plan?

Govanhill Housing Association manages and maintains almost 2,900 affordable homes and provides factoring services to 1,500 local residents in the Govanhill and Merrylee neighbourhoods of South East of Glasgow.

We are a community-controlled housing association and proud of our status as a designated Community Anchor. This means our focus is more than just housing, our mission is to improve the lives of the people in our communities and to create neighbourhoods where they are proud to live.

According to the 2022-Census, our community in Govanhill is younger, more diverse and with a higher proportion of single person households (58%) than is the case elsewhere in Glasgow. This household profile is likely to reflect the composition of our housing stock, which is predominately tenements (94%), offering 1-bedroom (46%) or 2-bedroom (40%) homes. This stock profile provides limited housing options for older people, larger families or those with health conditions or disabilities. Our housing stock is dominated by pre-1919 tenemental properties (65%) which presents complex investment challenges to improve energy and carbon performance. The extent of mixed tenure ownership and disrepair in privately owned homes, compound these challenges.

Despite the challenges, we have been extremely proactive in the regeneration of sub-standard tenement housing stock in Govanhill. Following many years of lobbying, in 2015, Govanhill became Scotland's first Enhanced Enforcement Area, granting both the Association and Glasgow City Council, special powers to tackle and enforce housing standards and address below tolerable standard tenement blocks.

The South West Govanhill Property Acquisition and Repair Programme, a major £50 million investment programme, is one of the most ambitious housing

renewal projects in Scotland over the last decade, enabling us to successfully acquire and modernise nearly 400 substandard private properties, converting them into high-quality homes for social rent. In doing so, we have also taken on the factoring of over 80 tenement blocks to prevent future structural decline and poor maintenance. Whilst the programme is nearing an end with the refurbishment of 97 West Moreland Street, we have achieved major improvements to the quality of Govanhill HA's housing stock and neighbourhoods and established ourselves as a trusted delivery partner of Glasgow City Council and the Scottish Government.

Furthermore, we have a long legacy as a developing housing association, building over 350 homes since 1983. Following the delivery of our latest housing development of 24 homes in Butterbiggin Road, we continue to seek development opportunities in our community whilst acknowledging the availability of sites may limit our opportunities for new build homes.

We are keen to continue to make a positive contribution to meeting housing need, particularly in the context of the declared housing emergency across the City. In Govanhill, there is evidence of high overcrowding rates (10.5%), high levels of households experiencing income deprivation (23.1%) and child poverty

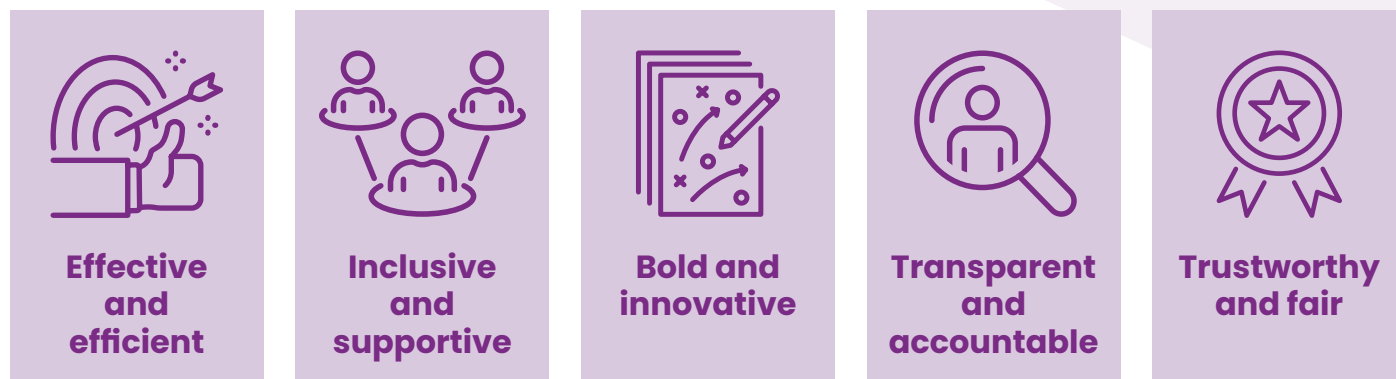
rates (64.7%) which are more than double the City average. We recognise that our continuing commitment to increasing social housing supply and providing inclusive community support services is key to tackling the inequality and disadvantage on our area.

An important part of our community support work is delivered by Govanhill Community Development Trust (GCDT),

a wholly owned subsidiary company from our main charitable business. As well as providing commercial workspace in Govanhill, GCDT provide projects that promote community and economic wellbeing including learning, training and employability. In delivering this business strategy we are keen to explore how GCDT can improve and grow to meet the needs of our tenants, residents and communities.

Our values

We place the highest priority on valuing and respecting our tenants, Committee **members**, staff and partners. Our values set out the mindset and behaviours that guide our everyday work and our ambitions to be:



These values guide everything we do, how we work and how we interact with tenants and each other. They reflect our identity, summarise our mission and will be the driving force in achieving the ambitions set out in this new business strategy.

The environment we operate in

To make sure our new strategic objectives are focused on the most important issues facing Govanhill Housing Association, we have carefully analysed the environment we work in to assess the main challenges that could hold us back, as well as the main opportunities that could drive

us forward. To do this, we looked both outwards at what's happening in the economy, in the housing sector and in Glasgow's housing system; as well as inwards at how we work, areas for improvement, tenant and staff feedback.

We identified several factors that will affect Govanhill Housing Association over the next 5 years that need action, investment and partnership including:

- The declared housing emergency in Glasgow and shortages of quality affordable homes across the City
- The impact of cost-of-living pressures on Govanhill Housing Association's tenants and communities and the need to keep rents as affordable as possible

1. Neighbourhood profile for Govanhill based on 2022 Census, Glasgow Centre of Population Health (2026)

2. Govanhill HA: What is Shaping our Plan?

- Reductions in public services which risk neighbourhood management and the need for partnership to protect place quality
- The need to meet new net zero standards, which will improve the energy efficiency of our homes and their impact on the environment
- Rising construction costs which make repair, maintenance and improvement works challenging for Govanhill Housing Association to afford
- Increasing borrowing and running costs that will affect our financial position
- New exciting ways of working and serving our tenants by investing in better data insight, technology and staff development
- Changes to the population in our community include more younger, smaller households and new tenant expectations and attitudes.

This horizon scan allowed us to shape our ambitions for the future by focusing on the issues which will have most impact on Govanhill Housing Association as an organisation and business; and more importantly, most impact on our tenants and communities.

This allowed us to identify the following key issues which each strategic objective aims to address:

Improved neighbourhood quality

Continuing to work in partnership with Glasgow City Council to deliver environmental services which protect neighbourhood quality

Increasing housing supply

Working with partners to increase the supply of affordable housing in our communities and respond to the housing emergency in Glasgow

Sustainable asset investment

Pursuing innovation and partnerships to target investment in major repairs and energy improvements to improve housing quality and deliver affordable warmth

Housing services that meet need

Delivering responsive, person-centred support services and offering better, more responsive tenant services which deliver great outcomes

Pursuing new ways of working

Releasing staff time and capacity to invest in work that adds value by improving our approach to technology, data, process and investing in our people

2. Govanhill HA: What is Shaping our Plan?

Our approach to new ways of working

Covid 19 prompted a complete rethink of how housing services were delivered for all social landlords including better digital service options and new customer service models.

Over the last 5 years, new ways of working has offered social landlords real opportunities to pursue savings, achieve value for money and release staff time from administration and manual working towards activity that tenants want and need.

At Govanhill Housing Association, we aim to deliver tenant services well, but we know there are areas where we could do better. Whilst we are investing in new technology, we need to invest in making best use of new systems to improve tenant experiences and to automate simple, routine tasks for staff so that they can focus their time on meaningful work. We also want to equip staff with the right tools and rules that mean they can work flexibly in the community, serving tenants at home and improving the quality of neighbourhoods.

We know that increasingly tenants live in a digital world where they are used to doing business online, in a way and at a time that suits them.

We want to be able to offer a better range of digital services for tenants who want to use them, whilst protecting tenant choice for those who want and need a more personal way of engaging with us. To do this well, we need better data and insight on our tenants, their needs and preferences so that we can get it right for everyone.

If we can achieve this, it means that our staff can be more visible in local communities, developing relationships with tenants and empowered to make decisions which benefit tenants and neighbourhoods. We also want to develop our staff by investing in learning and development, reviewing teams and job roles and making Govanhill Housing Association an even better place to work by strengthening our culture and employee offer.

In short, we want to transform and strengthen the way we work so that:

- ✓ services are tailored to the customer, in an easy and seamless way which delivers the right outcome
- ✓ technology supports us to work smarter, and in a more agile way
- ✓ we achieve value for money by freeing staff time from tasks and processes that could be automated

3. Key Issues: What Matters Most in the Next 3 Years?

As well as assessing the challenges and opportunities our new business strategy should tackle, there are several important national targets and policy goals we need to deliver.

At the same time, we have been listening to tenants, staff and Committee members to ensure we fully understand what they want to see Govanhill Housing Association achieve in the next 3 years.

What Matters Most to Tenants and Communities?

To develop this new strategy, we launched a tenant survey in February 2026 to gather tenant views on Govanhill HA's services, including recent experiences, areas for improvement and priorities for future development. The survey was coproduced with the Govanhill HA Tenant Scrutiny Panel and hosted on our CX feedback tool. Tenants who needed help to complete the survey were also supported to do so by frontline staff.

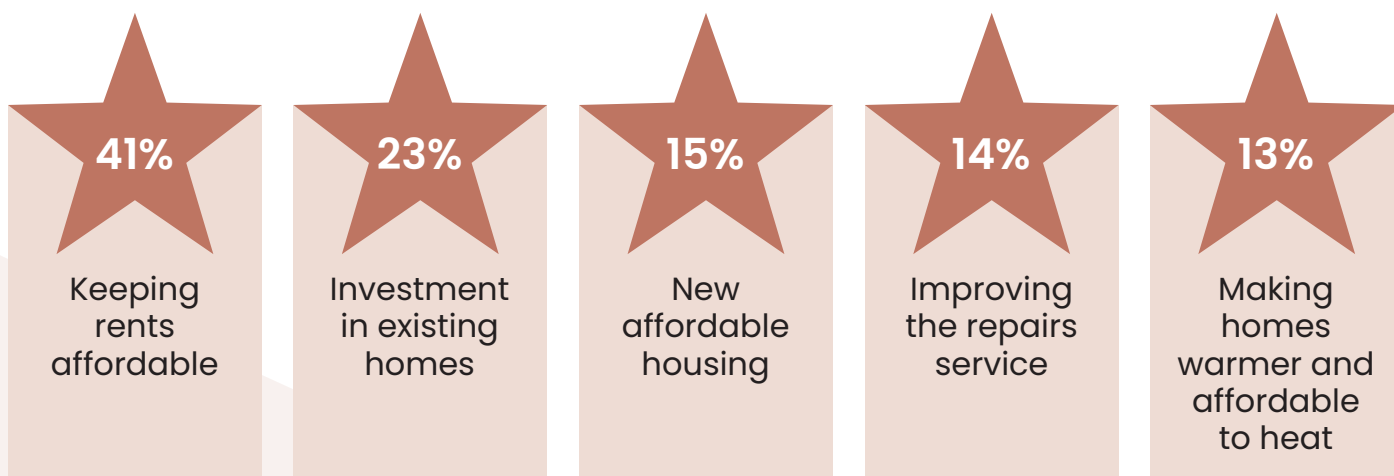
In total, over 400 tenants completed the survey providing feedback on their

priorities for improvement and investment over the next 3 years. Overall tenant feedback was positive, with 78% stating they would be likely to recommend Govanhill HA as a landlord.

When asked about service experiences:

- 86% said service delivery choice was good
- 82% said it was easy to ask Govanhill HA for help
- 80% said they felt listened to when contacting us.

Tenants were asked to express what matters most to them both now and over the next 3 years, with the following top 5 priorities identified:



Tenant feedback also emphasised the need to maintain rents at affordable levels and offer value for money. Improving how neighbourhoods are maintained and keeping them safe and respected was another key priority as was maintaining and improving homes in the longer term.



What Matters Most to Staff?

We also hosted a staff engagement survey to gain crucial employee feedback to inform business strategy objectives. Sixty-six staff members completed the survey providing feedback on Govanhill HA as a place to work and priorities for future development.

The vast majority of staff confirmed that Govanhill HA is a good place to work (80%), with 73% agreeing that we make it easy for our tenants to do business with us.

Whilst colleagues feel a strong connection between tenant satisfaction and job satisfaction, there are also areas where we need to improve and develop to improve tenant and employee experiences. The need for Govanhill HA to be open and adaptable to change, including embracing new ways of working, was emphasised as was the need for staff development and progression. The following staff priorities emerged as key areas for development:

Improving
processes
and
systems

Enhancing
employee
recognition

Working
smarter to
improve
workload
pressure

Enabling
career and
personal
development

Pursuing a
proactive
not reactive
service
model

What Matters Most to the Scottish Government and Scottish Housing Regulator?

Over the next 3 years, as a social landlord in Scotland, Govanhill HA must:

- ✓ meet the outcomes and standards set by the Scottish Housing Regulator in the **Scottish Social Housing Charter**
- ✓ make a contribution to national housing outcomes set out in Scotland's national housing strategy (**Housing to 2040**), including delivering more homes in great places, improving housing affordability, choice and the quality of all homes
- ✓ maintain the **Scottish Housing Quality Standard** and comply with emerging Health & Safety standards
- ✓ meet national energy and net zero standards set out in the national Heat in Buildings Strategy and prepare for the delivery of the proposed **Social Housing Net Zero Standard for Scotland**.

4. Our Objectives

Our objectives set out what we need to do to realise our vision of ‘transforming how we work, to improve our homes, strengthen our services and deliver better outcomes for our communities’.

The objectives detailed below set out the action, investment and partnership activity we will take over the next 3 years.

Objective 1: We will work with residents and partners to improve the quality of our neighbourhoods and make them a great place to live

A major priority of the new Govanhill HA business strategy is to deliver neighbourhood and environmental improvements, making Govanhill and Merrylee appealing, respected and safe places to live. There are several factors that make this a priority:



Reduction in public services to maintain place



Household density and asset profile



Customer satisfaction on neighbourhood quality



Partnership approach to neighbourhood and place

What's our Starting Point?

Govanhill is one of the most densely populated communities in Glasgow with 95% of our homes comprising common blocks and pre-1919 tenements (65%). The nature of our asset base and densely populated community means that maintaining appealing common areas and creating quality open spaces is both challenging and essential to community wellbeing.

In recent years, pressures on public spending have resulted in the Association assuming greater responsibilities for waste management, grounds maintenance and community safety. Local problems with waste management, vermin and poorly maintained common areas have contributed to a decline in neighbourhood quality, as well as tenant and resident satisfaction.

We know that improving neighbourhood quality is a priority for our tenants, residents and community. This means firstly, we need to review the effectiveness of our services to maintain common areas including close cleaning, grounds maintenance and bulk uplift services. We are keen to test appointing a dedicated Environmental Support Assistant to manage and maintain common areas

and to proactively engage with tenants and the community to promote positive place management.

We also want to work proactively with partners to develop and deliver an environmental strategy that coordinates and maximises efforts to manage and improve neighbourhoods.

We are keen to pursue a coordinated approach to waste management, pest control, environmental maintenance and neighbourhood improvement with Glasgow City Council, local RSLs and wider partners by developing and collectively delivering a Govanhill Environmental Strategy.

What do our Tenants and Stakeholders think?

Tenants told us that improving the safety, quality and amenity of neighbourhoods, are key issues that matter most to them. Stakeholders including Govanhill HA Committee members, the SMT and staff told us that improving environmental maintenance is a priority. This means we need new approaches to:



Delivering environmental services



Testing the delivery of an estates service model



Engaging with the community to protect place

Objective 1: Our Actions

To bring our objective of working ***‘with residents and partners to improve the quality of our neighbourhoods’*** to life, actions to guide activity, investment and partnership over the next 3 years will include:



Developing / delivering an Environmental Strategy with partners



Appointing dedicated Environmental Support Assistants



Engaging with the community on neighbourhood management and improvement



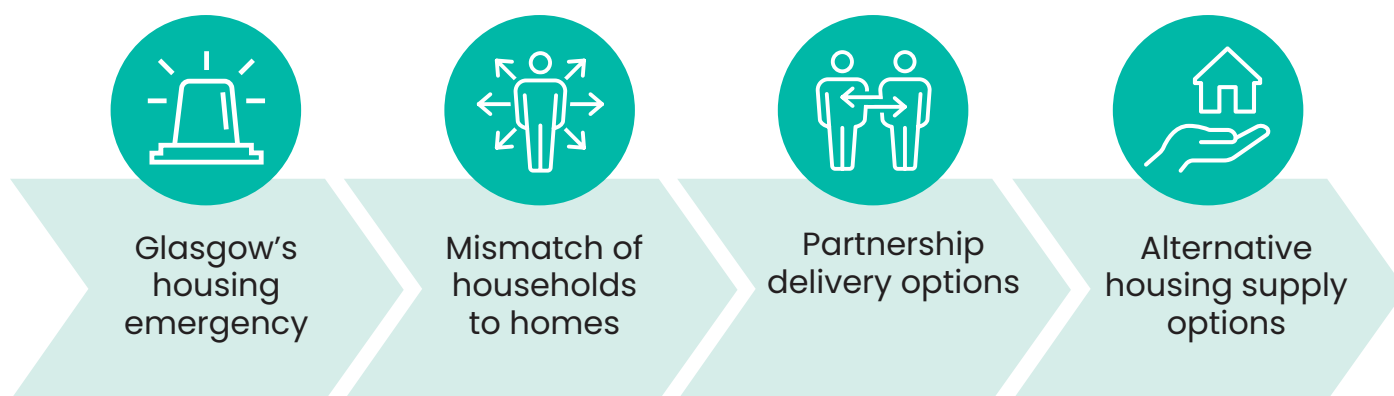
Assessing feasibility of an in-house estates team



Reviewing/ delivering the GhHA environmental action plan

Objective 2: We will actively seek opportunities to increase housing supply and continue to respond to the housing emergency

The second key priority for Govanhill Housing Association in the next 3 years is to proactively seek ways to tackle the housing emergency in Glasgow, where possible increase the supply of affordable housing. There are several factors that make this a priority:



What's our Starting Point?

Our new strategy is set in the context of a declared housing emergency in Glasgow, with extreme pressures evident in the City's housing system. There are 10 applicants waiting for every 1 social tenancy that becomes available in the City, with homelessness increasing as a result of housing shortage and demand pressures.

We have a strong legacy both in preventing and resolving homelessness but also developing new homes for social rent in the Govanhill community. We also have a unique track record in property acquisition and refurbishment, bringing over 400 homes back into use as quality, affordable housing in South West Govanhill.

Despite nearing the end of our programme of developable sites in Govanhill and Merrylee and given our strong legacy

and reputation, the Association is keen to continue to increase affordable housing where we can. As well as new build, this could include property acquisitions, building conversion and reuse. Furthermore, we want to maintain our trusted reputation as a housing developer and acknowledge this might involve considering development opportunities beyond the Govanhill HA boundary if this offers opportunities to address unmet housing need in our community.

However, we will not pursue new build housing at any cost, with development proposals only progressing if they can prove to be financially viable in their own right. We have a responsibility to invest in existing homes, and new build activity should never jeopardise this investment programme.

What do our Tenants and Stakeholders think?

Tenants told us that delivering new homes ranked third in their top five priorities for the new Govanhill Housing Association business strategy. Stakeholders including Govanhill HA Committee members, the SMT and staff told us that meeting

housing need continues to be a priority, particularly for households whose needs currently cannot be met within our asset base, including large families, older people and those with health conditions or disabilities.

4. Our Objectives



This means we need clear approaches to:



Maintaining a strong relationship with Glasgow City Council



Building reuse, acquisition and refurbishment



Preventing and alleviating homelessness

Objective 2: Our Actions

To bring our objective to ***'actively seek opportunities to increase housing supply and continue to respond to the housing emergency'*** to life, actions to guide activity, investment and partnership over the next 3 years will include:



Exploring building reuse, acquisition and refurbishment opportunities



Maintaining a relationship with GCC as a trusted delivery partner and developer



Working with GCC to accommodate homeless households



Delivering strategic appraisal of studio/1-bed flats



Continuing to target tenancy sustainment activity

Objective 3: We will find creative ways to improve housing quality, pursue new zero and deliver affordable warmth

The third key priority for Govanhill Housing Association in the next 3 years is to invest in improving the quality of our homes and find creative ways to progress net zero and affordable warmth. There are a number of factors that make this a priority:



Stock
profile and
investment
needs



New
investment
standards



Increasing
investment
costs



Fuel
affordability
pressures

What's our Starting Point?

We own and manage an extremely complex stock base in terms of age, construction type, ownership profile and place. Two thirds of our homes are pre-1919 tenements and retrofitting these properties to reduce their carbon footprint and improve energy efficiency, is a major challenge. Furthermore, the proportion of our stock in common blocks (95%) and the mixed tenure profile of our assets makes delivering major repairs to the fabric of buildings extremely challenging.

During the life of this strategy, we have a set of extremely progressive housing quality and energy efficiency standards to meet, including the delivery of the Scottish Social Housing Net Zero Standard. This could involve investing more than £40,000 in each of our homes. This will be very challenging given rising construction costs, which have seen the price of repairs grow by 20% in the last 5 years.

We know that a smart approach to planned maintenance is therefore essential, with fabric improvements being a major priority in the Association's investment programme both now and

into the future. To achieve this, we need more insight on the energy performance of our stock to better understand the art of the possible in pursuing a fabric first approach. Seeking opportunities to pilot new fabric and heating technologies will also play an important part in developing a sustainable approach to asset investment and net zero. We also know that tenants need to be at the centre of pursuing a net zero strategy, with outcomes focusing on achieving affordable warmth.

We are also keen to pursue a more radical exploration of the extent to which pre-war tenements could achieve net zero, improve accessibility and extend their lifespan. We aim to source funding to pilot the complete reconfiguration of a tenement block so that we can explore options on renewable heating technology, adding lifts, innovative fabric improvements and increasing building height. Govanhill Housing Association is well placed to pursue such a pioneering funding proposal given the composition of our housing stock and density of our community.

4. Our Objectives

What do our Tenants and Stakeholders think?

Tenants told us that investing in existing homes and making homes warmer and more affordable to heat, were among the top five priorities for the new Govanhill Housing Association business strategy. Stakeholders including Govanhill HA Committee members, the SMT and staff told us that pursuing partnerships and innovation to improve building fabric and pursue net zero should be prioritised in the new strategy.



This means we need clear approaches to:



Fabric first delivery models



Integrated asset management



Improving energy efficiency and tackle fuel poverty

Objective 3: Our Actions

To bring our objective to ***'find creative ways to improve housing quality, pursue new zero and deliver affordable warmth'*** to life, actions to guide activity, investment and partnership over the next 3 years will include:



Further developing and delivering the integrated asset management strategy



Seeking opportunities to pilot new fabric and heating technologies



Seeking funding to extend existing energy advice project



Pursuing funding to pilot reconfiguring a tenement block



Maximising funding for investment in mixed tenure blocks

4. Our Objectives



Objective 4: We will transform our customer experience, improve value for money, and deliver responsive, inclusive support for all who need it

The fourth priority for Govanhill Housing Association in the next 3 years is to deliver the best customer experience possible and ensure the services and products we provide are valued and tailored to customer need. There are several factors that make this a priority:



Technological change



Changing customer expectations



Customer choice & insight



Need for cost of living support

What's our Starting Point?

Govanhill HAS tenants are better informed and more digitally engaged than ever before. Increasingly tenants use a range of options and channels to access services in their day-to-day lives and expect responses to be swift, easy and right first time. For service providers, digital technology is making online services and products more easily available, more cost effective to deliver and easier to interact with. We want to develop digital services that our tenants choose to use because they are quick, effortless and deliver the right results.

Staff told us there is room to enhance service experiences and recognise a need to improve customer processes and systems. We know that the needs of our tenants are diverse, and our ambition is to ensure that services are better tailored to the individual, their needs and preferences. We also know that our tenants are experiencing escalating cost-of-living pressures and the need for us to deliver good value for money, as well as community wellbeing and housing support services, has never been greater.

4. Our Objectives

To get this right, we need to know our tenants better than ever so we can offer choice in how they seek help, and so that we can target our time and support to the tenants who need us most. This includes online or in-person options, and the right type of support services available in our communities. We want to explore options to improve tenant outcomes

through service redesign and empowering frontline staff. Finally, we want to engage our tenants in helping us to redesign services and improve Govanhill HAs processes and systems. Our value for money and customer engagement strategies, as well as the delivery of a new customer care charter, will be instrumental in achieving this.

What do our Tenants and Stakeholders think?

Almost a third of tenants (32%) told us that they don't always get the help they need when they contact us and that they need to repeat the same story to get to the right person. They also told us that getting help to resolve neighbourhood problems was difficult and that they don't find it easy to get involved in decisions

about their neighbourhood. Stakeholders, including Govanhill HA's Committee members, the SMT and staff told us that to respond to changing tenant expectations and support needs, the Association should proactively respond with a modern and effective service offer. This means we need clear approaches to:



Customer insight and engagement



Digital service delivery and channel shift



Modernising the customer service model

Objective 4: Our Actions

To bring our objective to ***'transform customer experiences, improve value for money, and deliver responsive, inclusive support'*** to life, actions to guide activity, investment and partnership over the next 3 years will include:



Considering the creation of a Customer Services Team



Improving customer insight to target support services



Developing digital services and deliver a channel shift strategy



Carrying out service improvement and process redesign



Improving frontline empowerment and accountability

4. Our Objectives

Objective 5: We will reimagine how we work to improve efficiency and develop our people and culture

The final priority for Govanhill Housing Association in the next 3 years is to modernise and change how we work to improve efficiency, value for money and unlock the time and capacity of our staff. Developing our people and enhancing our workplace culture will enable these opportunities to become a reality. There are several factors that make this a priority:



Delivering new systems and digitalising services



Pursuing new ways of working



Developing our people and culture



Transforming our approach to insight and data

What's our Starting Point?

Covid 19 accelerated the pace of change in how social housing services are delivered including better digital service delivery and new ways of working. Technological change in UK social housing is accelerating rapidly with landlords embracing innovation to meet rising tenant expectations, regulatory demands and new sustainability targets. Key drivers include Artificial Intelligence, automation, cloud adoption, service digitalisation and data analytics.

Whilst we are investing in new technology, we know we need to make best use of this to improve tenant experiences and automate simple, routine tasks for staff so that they can focus their time on value-added work. This means we can release staff time and capacity from routine transactional work, so our resources can be invested in what matters to our tenants, communities and to Govanhill HA as a business.

Staff feedback suggests that employees are facing workload issues and amid rising demand for housing and neighbourhood support services. New ways of working provide real opportunities to free up staff capacity to invest in tenant interactions and outcomes. Staff are also keen to pursue a more proactive, preventative approach to service delivery, which relieves the workload pressures associated with the current, more reactive service model.

4. Our Objectives

To achieve this, we need to rethink how we work, including how we use technology, simplify processes, make data driven decisions and develop and equip our staff and teams to succeed. We want to invest in our employees, placing them at the centre of transforming how we work. We also want to leverage our new integrated housing management system, to build better tenant and business insight and create a new approach to managing data.

To drive new ways of working forward, a key priority over the next 3 years is to develop a People Strategy and embed Govanhill HA values in transforming how we work. This will include opportunities for learning, development, career progression, rethinking job roles and encouraging a shared mindset and empowered culture.

What do our Tenants and Stakeholders think?

Tenants told us that a major priority for improvement in the new strategy relates to improving value for money whilst improving service outcomes. Stakeholders, including Committee members, the SMT and staff told us they want Govanhill HA to be a more dynamic, data driven organisation where staff have the capacity to add value. This means we need clear approaches to:



Employee development
and service culture



Digital automation and
process redesign



New ways of working
and more time to serve

Objective 5: Our Actions

To bring our objective to ***'reimagine how we work to improve efficiency and develop our people and culture'*** to life, actions to guide activity, investment and partnership over the next 3 years will include:



Develop and
implement
the Digital
and IT
strategy



Ensure full
implementation of Rubixx
capabilities including the
creation of automated
workflows and customer
relationship mapping



Identify
opportunities
for new ways of
working across
all teams



Fully embed
Govanhill
HA's values
in how we
work



Develop a Govanhill
People Strategy including
investment in learning
and development,
succession planning and
leadership development



Develop and
implement an
insight strategy
and data
management
plan

5. Resources and Investment

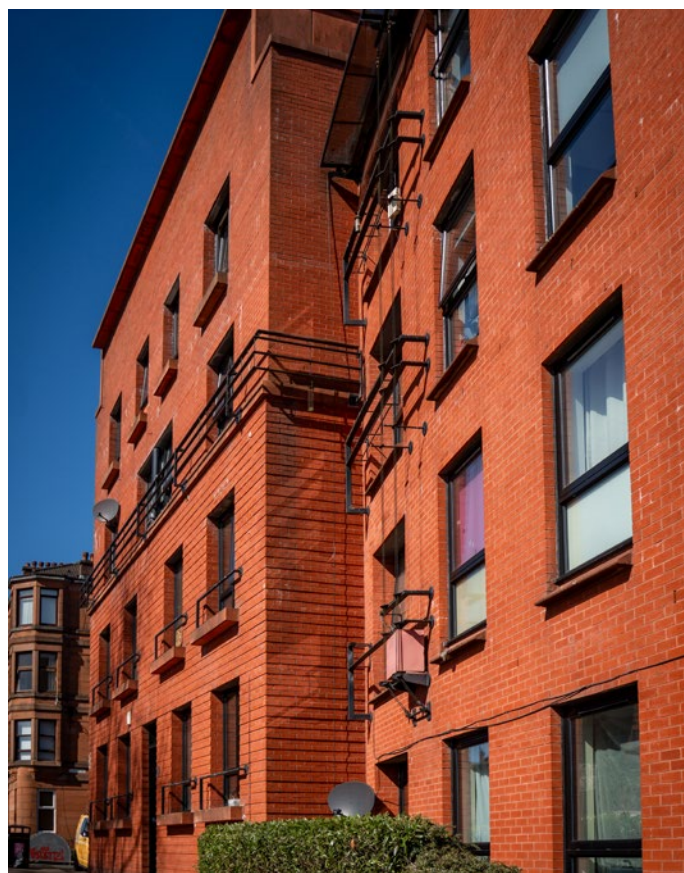
Delivering our 3-year business strategy will depend on the financial resources available for delivery, maximising the impact of our people, sound investment planning and how we manage the risks placed upon us. In doing so, we will ensure investment in homes and services delivers value for money, maintaining rents at an affordable level.

Financial Business Planning

Our approach to financial business planning allows us to ensure that we invest in homes and services in a way that delivers our 5 strategic objectives. This includes continuously testing the impact of investment options, funding opportunities and the borrowing implications of strategy delivery. Our annual budgeting process is therefore aligned to annual business strategy actions plans which set out the specific activity we will deliver each year to bring strategic objectives to life.

We use a financial business plan model (Brixx) which projects forward the financial position of the Association over a 30-year period. This approach ensures that our investment plans are fundable, that we meet the conditions placed on us by lenders (financial covenants), and that we are spending according to our agreed plans and budgets. Whilst we are currently in a strong financial position with positive cash balances, we are operating in volatile economic climate with increasing pressures from inflation, rising construction costs and changing interest rates.

We vigorously test and monitor the impact of changes in our operating environment to ensure that we make informed decisions about rent setting and investment. Our ability to deliver net zero investment will be a main priority for financial stress testing as we gain more insight into the costs and investment options for decarbonising homes, as the strategy is delivered.



In managing our financial business plan, we work proactively with funders to ensure that our borrowing arrangements are value for money and offer the headroom we need to invest in our homes.

We also have a strong track record in successfully accessing external funding to deliver strategic objectives and will strive to maintain this over the next three years. This will include grant funding opportunities for new build homes, property acquisitions, energy efficiency programmes and community wellbeing priorities.



Rent Affordability and Value for Money

We view Value for Money from a tenant perspective, and we have a strategy in place to support this. A key part of this strategy includes our approach to rent setting and maintaining affordability. We test the affordability of our rents using a 30% income to rent ratio which means that tenants, even on the lowest household incomes, should never pay any more than 30% of their household income on the cost of rent.

Every year, we test a range of rent setting scenarios which consider the balance

between rents, service delivery and investment and consult with tenants on the choices that matter most to them. Moving forward, this will include the delivery of business strategy actions.

Our business strategy also focuses on how we can achieve more for less, enhancing our approach to value for money. Changing our operating model to release staff capacity for value added work is a good example of this and means we have strong potential to manage future growth without increasing operating costs.

Managing risk

The delivery of our strategy will also involve managing the risks placed on the Association. Our strategy development process carefully considered the risks in our operating environment, as well as the risks facing our operating model. This is reflected in the objectives we have chosen to deliver the business strategy vision.

We maintain a strategic risk register that considers the key risks that could impact on our ability to deliver strategic objectives and maintain business continuity. Risks are scored by likelihood

and impact, with a range of internal controls and mitigations specified to proactively manage risk impact.

As the risks in our operating environment are increasingly dynamic, the Senior Management Team monitors the Association's strategic risk register on a regular basis, reporting risks that change in status to the Audit and Risk Committee. Operational risk management is embedded in business strategy annual action plans to ensure delivery can maintain progress and momentum.



6. Partnership & Action

We have developed the 2026–29 Govanhill HA business strategy as the catalyst for improving our homes, delivering better community outcomes and transforming the way we work over the next 3 years.

Our objectives address the main issues facing Govanhill HA which need targeted action, investment and partnership over the next 3 years. To ensure we make the right progress, annual Business Strategy Action Plans will be developed setting out the activities and targets to be delivered each year to stay on track. This means that the staff and leaders of Govanhill Housing Association can focus on immediate priorities for action, investment and partnership, and tenants and Committee members can hold us to account.

Annual business strategy action plans will guide the personal development plans of senior managers and staff in Govanhill Housing Association, and

quarterly Committee reporting will provide assurance that business strategy delivery is on track and progressing well. An annual report monitoring progress against agreed targets and evaluating the impact of each objective will be presented to Committee for approval each year, together with an updated annual Action Plan.

Full details of the activity needed to make each action a reality will be detailed in annual business strategy action plan tables, including timescales, delivery targets, responsibilities and resources. The actions we will take to deliver each of our 5 strategic objectives are detailed opposite.



Our Business Strategy Objectives and How We Will Achieve Them

Objective 1:

We will work with residents and partners to improve the quality of our neighbourhoods and make them a great place to live



- Develop and deliver an environmental strategy for Govanhill in partnership with Glasgow City Council, Southside HA and wider partners
- Assess feasibility and test the appetite of Glasgow City Council to transfer retained spaces within the Govanhill HA asset base
- Assess the feasibility of setting up an in-house estate services team to improve quality of close cleaning, grounds maintenance and bulk uplift services
- Appoint dedicated Environmental Support Assistants to target waste management, pest control and environmental issues
- Review and deliver the Govanhill HA environmental action plan
- Work with GCDT to explore funding opportunities to deliver youth engagement services
- Deliver community engagement and education on things that matter to you in your neighbourhood

Objective 2:

We will actively seek opportunities to increase housing supply and continue to respond to the housing emergency



- Explore building reuse, acquisition and refurbishment opportunities to deliver affordable homes in Govanhill and Merrylee
- Maintain positive relationships with Glasgow City Council to actively seek SHIP development opportunities, including sites out with our area where it would meet the needs of our community
- Carry out strategic option appraisal of studio/1 bed flats including conversion to temporary accommodation
- Continue to target tenancy sustainment activity to prevent homelessness
- Work proactively with Glasgow City Health & Social Care Partnership to meet Section 5 homelessness targets

Objective 3:

We will find innovative ways to improve housing quality and pursue net zero and affordable warmth



- Further develop and deliver the integrated asset management strategy
- Improve insight on the energy performance of our tenements and define investment options to pursue net zero
- Pursue funding to pilot the reconfiguration of a tenement block, testing options on renewable heating technology, innovative fabric improvements and increasing building height
- Pursue opportunities to pilot social housing energy tariffs in partnership with utility companies
- Proactively seek partnership and funding opportunities to engage in energy efficiency pilots which test new fabric and heating technologies
- Maximise opportunities to attract funding to support investment in mixed tenure blocks
- Proactively seek partnership opportunities with Glasgow City Council to pilot heat networks as part of the Local Heat & Energy Efficiency Strategy delivery plan
- Seek funding opportunities to extend existing energy advice project

Objective 4:

We will transform our customer experience, improve value for money, and deliver responsive, inclusive support for all who need it



- Consider establishing a customer solutions team or service centre model
- Develop and pilot digital service options with tenants and implement a channel shift strategy
- Improve customer insight and segmentation to target services to those most in need
- Target financial inclusion support to tenants at risk of housing affordability pressures
- Deliver a programme of customer led service improvement and process redesign
- Develop and implement a customer care charter based on the customer service excellence framework
- Use values to improve frontline empowerment and accountability
- Deliver the Govanhill HA value for money strategy

Objective 5:

We will reimagine how we work to improve efficiency and develop our people and culture



- Develop and implement the Digital and IT strategy
- Ensure full implementation of Rubixx capabilities including the creation of automated workflows and customer relationship mapping
- Identify opportunities for new ways of working across all teams
- Fully embed Govanhill HA's values in how we work
- Develop a Govanhill People Strategy including investment in learning and development, succession planning and leadership development
- Develop and implement an insight strategy and data management plan



Govanhill

HOUSING ASSOCIATION

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