



# **Group Corporate Plan 2018–2023**

# Partick Housing Association Group Corporate Plan 2018–2023

## 1. Introduction

This is the Partick Housing Association Group Corporate Plan, which sets our Corporate Strategy for 2018–2023.

We are recognised for providing quality homes, delivering excellent services and supporting our local communities. We also continue to grow the business and provide more new affordable homes to meet local housing needs.

We are proud of our historic achievements, but our future plans also look to address the opportunities and challenges ahead. These include the changing needs and expectations of our customers; improving our homes and energy efficiency through achieving the Energy Efficiency Standard for Social Housing (ESSH); addressing a shortage in the supply of new affordable homes in the West End; and ensuring that our Boards make a successful contribution within a strong governance and risk framework.

Our people are key to us meeting the opportunities and challenges ahead, so we want them to continue to be valued, have opportunities to develop and deliver their best for the benefit of our customers.

### **Our vision is:**

Working together, making homes and building communities.

### **Our values are:**

- Customer and community;
- Inclusion;
- Integrity; and
- Innovation.

### **Our aims are:**

- To provide good quality, affordable homes and excellent services to our customers;
- To support our communities and improve our environment; and
- To be a respected and proactive organisation, with effective governance and staff.

It is important that we build our ambitions for the future on firm foundations. We are prudent and manage risk, while being innovative and working smarter to meet changing needs and expectations.

We are a social business, but we use our commercial knowledge and skills to meet our aims and ensure that we fulfil the obligations of the Scottish Social Housing Charter and deliver wider objectives.

We recognise that we can achieve our vision mostly effectively by working in partnership with others. As well as nurturing existing relationships with a wide range of partners, we look to forge new alliances and make connections to help us provide new homes, promote sustainable communities and support regeneration.

## **2. Who We Are**

Partick Housing Association (PHA) was established in 1975. We are the biggest community-based property owner and manager in our area and the largest provider of affordable housing. The Association has played a proud and historic role in making Partick the vibrant place that it is today.

We are proud of our local roots and the part that we have played in the past. But we are excited about the possibilities and potential for the future and are determined to continue making an impact in Partick and beyond.

Glasgow's West End is a thriving neighbourhood, close to vibrant commercial areas and the University of Glasgow. Partick and the nearby neighbourhoods retain a firm sense of identity and community. There are strong bonds between residents, many of whom have local family connections as well as people from different parts of the world who have settled here.

PHA owns and manages over 1,700 social rented homes. And we provide management services to over 2,000 factored homeowners through our subsidiary company Partick Works Limited (PWL). These properties are located across more than 360 blocks in Glasgow's West End and comprise a mix of tenures and ownership.

Ninety-eight per cent of PHA's tenants live in flats within mixed-tenure blocks. The type of stock and mixed ownership within blocks can provide management challenges, but reflects the unique nature of Partick.

We seek to deliver excellent services, customer satisfaction, good quality accommodation and to treat people fairly and with respect. We have a focus on continuous improvement and value for money, responding positively to the changing needs of our customers, the communities that we serve and our operating environment.

Our work extends beyond the traditional boundaries of Partick. We work with people from all walks of life, with different backgrounds and with varying housing needs and aspirations. Our job is to engage with all of our communities and customers.

We continue to have a clear community focus and commitment to collaboration and involvement in wider activities beyond our core landlord role. We are an active champion within the communities we serve and seek to deliver positive outcomes by working in partnership with community members, the local authority, community planning partners and other agencies.

We have over 40 members of staff based in our office in the heart of Partick. The PHA Board has overall responsibility for our activities. It is supported by three committees – Audit Committee; Human Resources Committee; and Investment Committee.

What we offer is about more than bricks and mortar. We provide a range of homes at a price that people can afford. To deliver our strategy and achieve our social purpose in a challenging environment, we have taken a fresh look in this Corporate Plan at who we are and what we do, restating our purpose and updating our values.

The Partick Housing Association Group comprises two companies.

 <p>The logo for Partick Housing Association features a stylized graphic of three overlapping shapes in yellow, pink, and blue above the word "partick" in a lowercase sans-serif font, with "HOUSING ASSOCIATION" in a smaller, uppercase font below it.</p>	<p><b>Partick Housing Association Limited</b></p> <p>Partick Housing Association Limited (PHA) was established in 1975. It is the Group’s parent company and main operating company. It is a registered society under the Co-operative and Community Benefit Societies Act 2014, a recognised Scottish Charity and is registered with the Scottish Housing Regulator. PHA sets the Group’s overall direction and growth strategy and oversees Group performance. It delivers housing services to residents, as well as reactive repairs and asset management services. It also delivers central support services.</p>
 <p>The logo for Partick Works features a stylized graphic of three blue house silhouettes above the word "partick" in a lowercase sans-serif font, with "WORKS" in a smaller, uppercase font below it.</p>	<p><b>Partick Works Limited</b></p> <p>Partick Works Limited (PWL) was established in 2002. It is the Group’s subsidiary property company and a Company Limited by Shares, with PHA being the sole shareholder. The relationship between PHA and PWL is governed by an Independence Agreement. PWL provides property factoring services to homeowners, leases commercial and residential premises and is involved in other business initiatives. Part of PWL’s role is to seek out new business opportunities that are complementary to the activities of the Group.</p>

### 3. Our Values

Our values are important to us and underpin everything that we do.

<b>Customer and community</b>	We listen to our customers and others and target what we do to best effect.
<b>Inclusion</b>	We believe we can achieve far more working in partnership with others. We work together with others to provide excellent services and homes.
<b>Integrity</b>	We deliver on our promises and are clear about what we can and cannot do.
<b>Innovation</b>	We look for innovative ways to deliver positive outcomes and achieve value for money.

We are here to serve a range of stakeholders. We aim to keep our promises, be honest and reliable, and build thriving partnerships through the way that we work.

We believe we are good at what we do and continue to listen to feedback from customers to ensure that we are getting things right. We are efficient and effective at delivering services well. But we know that we can always do things better and listen to what our customers and key stakeholders are telling us when looking at service improvements.

We want our customers and key stakeholders to:

- have confidence that we have a responsible and sensitive approach in which the interests of the customer and community are key;
- be reassured that they are dealing with an organisation that puts people first and are able to rely on the commitment, knowledge and experience of our staff to deliver the level of service that they expect;
- have peace of mind that they are dealing with an organisation that they can trust, which is financially sound and well managed, but also innovative and solution-focused;
- feel fulfilled because we offer choices that improve quality of life and wellbeing; and
- feel secure because of our professionalism, quality standards and track record and recognise our focus on being effective and efficient in the way we operate, delivering value for money in everything we do.

### 4. The Future

Partick Housing Association was formed over 40 years ago. In those four decades we have seen changes in our core housing market and some challenging times for the wider economy. PHA has sustained its focus and continues as a positive force for change, going from strength to strength.

We aim to build on that strength of attitude and track record over the next five years. Over the life of the Corporate Strategy, we will concentrate on 4 strategic objectives.

**Our strategic objectives are to:**

1. Deliver the right homes, services and environment for our customers.
2. Work in partnership with others to achieve the best outcomes, grow and diversify.
3. Engage with customers and partners to tailor our services and deliver on our promises.
4. Deliver innovative ways of working, new opportunities, positive outcomes and value for money.

Our customers have told us that their top priorities include:

- delivering an effective repairs service;
- improving homes through planned maintenance;
- charging affordable rents;
- having knowledgeable staff; and
- providing new homes to meet local housing needs.

Our Team Activity Plans and Key Performance Indicators have been developed around each of our strategic objectives and we will monitor and review them quarterly so that we remain on target to deliver our goals. All staff members also have Individual Activity Plans, which we review through monthly 1-1 meetings with managers.

**5. How Will We Achieve This?**

Our Corporate Strategy, set out within this Corporate Plan, is the road map that will guide what we will do and how we will measure success over the next 5 years. We have a supporting framework of strategies, policies and plans, which when taken together are regularly reviewed to ensure that the Corporate Strategy is a living document.

**Figure 1: Supporting Framework to Corporate Plan 2018-2023**

<b>Group Corporate Strategy 2018-2023</b>		
The 30-Year Financial Business Plan		
<i>Treasury Management Policy</i>	<i>Value For Money Strategy &amp; Performance Management Framework</i>	<i>Asset Management Strategy &amp; Factoring Strategy</i>
<i>Environmental Policy</i>	<i>Equality Policy</i>	<i>Human Resources Strategy</i>
<i>ICT Strategy</i>	<i>Communications Policy</i>	<i>Procurement Policy</i>
<i>Risk Management Policy</i>	<i>Customer Engagement Strategy</i>	<i>Development Strategy</i>

In establishing the Group's Corporate Strategy, our focus has been on articulating our Values and our Objectives in a way that makes a clear connection between the activities and the contribution of the individual (Board, Staff and Partners) and our strategic direction and focus between now and 2023.

**Figure 2: Linking Strategy to Delivery**



## Our strategic objectives and Corporate Plans outcomes

Strategic Objective	Corporate Plan Outcomes
<p><b>1. Deliver the right homes, services and environment for our customers</b></p>	<p>We will:</p> <p><b>Corporate Plan Outcome 1</b></p> <ul style="list-style-type: none"> <li>▪ provide quality homes and services that meet the changing needs of our customers.</li> </ul> <p><b>Corporate Plan Outcome 2</b></p> <ul style="list-style-type: none"> <li>▪ make Partick a better place by working with others to improve our back-courts, common areas and environment.</li> </ul>
<p><b>2. Work in partnership with others to achieve the best outcomes, grow and diversify</b></p>	<p>We will:</p> <p><b>Corporate Plan Outcome 3</b></p> <ul style="list-style-type: none"> <li>▪ promote tenancy sustainment and the range of housing options available to people in the area.</li> </ul> <p><b>Corporate Plan Outcome 4</b></p> <ul style="list-style-type: none"> <li>▪ help our customers to access a range of services, including training/employment opportunities.</li> </ul>
<p><b>3. Engage with customers and partners to tailor our services and deliver on our promises</b></p>	<p>We will:</p> <p><b>Corporate Plan Outcome 5</b></p> <ul style="list-style-type: none"> <li>▪ target how we communicate and deliver services effectively to meet the needs of our customers.</li> </ul> <p><b>Corporate Plan Outcome 6</b></p> <ul style="list-style-type: none"> <li>▪ empower people to take responsibility for delivering local initiatives.</li> </ul>
<p><b>4. Deliver innovative ways of working, new opportunities, positive outcomes and value for money</b></p>	<p>We will:</p> <p><b>Corporate Plan Outcome 7</b></p> <ul style="list-style-type: none"> <li>▪ provide customers with easy and convenient access to our services.</li> </ul> <p><b>Corporate Plan Outcome 8</b></p> <ul style="list-style-type: none"> <li>▪ improve how we work and explore opportunities to grow and diversify our business.</li> </ul>

## Corporate Strategy action plan

Our Corporate Plan will be underpinned by an action plan, through which we will monitor and review the implementation and impact of our Corporate Strategy. We will track progress in terms of delivering specific outcomes against agreed timescales.

We will report progress to the PHA Board annually, identifying where we are achieving our strategic objectives, what work we still need to do, consider any changes in priority and identify any new areas of business activity.

## 6. Business Planning, Delivering Value and Managing Risk

In developing our Corporate Plan, we recognise that what we do and how we do it will be shaped by the world around us and specifically by Scotland's housing industry and markets. We seek to balance our business strengths and weaknesses with market opportunities and threats.

Our **30-year financial Business Plan** is based upon a prudent set of financial assumptions. Our income and expenditure profile shows that we can fund all of our revenue needs each year, from our own resources. So our aim is to borrow only to fund capital investment.

Our business model is robust and can cope with possible unplanned changes that could impact upon our cash flow. The prudent assumptions built into our Business Plan enable us to adapt to meet opportunities and challenges, without impacting adversely upon any of our core business.

We carry out stress analyses of the impact on our income, spending and cash flow of changes to the key assumptions (for example, variations in interest rates, rent levels, development activity or overruns and losses due to arrears, bad debts and empty homes). We also review our **Treasury Management Policy** and cash management procedures so that they are fit for purpose. We expect to operate comfortably within our key funding covenants throughout the Corporate Plan period.

We will continue to implement our **Asset Management Strategy**. Robust stock condition data ensures that our future planned maintenance programmes are aligned throughout the 30-year financial Business Plan and means that we can smooth out spending on major works during the period. We will ensure that our housing stock continues to meet the Scottish Housing Quality Standard (SHQS) and implement plans for achieving the EESSH by December 2020.

Detailed assessment of our current and future financial capacity and analysis of the local housing market through the Local Housing Strategy, and our own local housing needs assessment, gives us the confidence to continue developing or acquiring new homes. We will explore innovative new models of investment and potential partnerships to achieve this.

Our rental income is our lifeblood and our rental strategy must therefore generate sufficient funds to cover our business overheads, as well as the servicing of debt finance incurred undertaking the development and acquisition of new supply housing, stock investment and other running costs.

We review our rental assumptions every year in consultation with our tenants and seek to balance our funding requirements with our need to levy charges that are considered affordable and value for money to our customers. We provide customers with information on how our income is spent and consult on their priorities.

In setting our strategic objectives we need to understand the risks that we face and how we might control or mitigate them. It is important that everyone within our organisation understands the importance of risk management in day-to-day decision making.

Innovation and delivering outcomes always contains an element of risk, but it is important that we balance risk and reward. We do not want to stifle creativity through unnecessary risk aversion. We aim to find a balance by managing risks, whilst maintaining financial viability and encouraging innovation. We use a business case methodology to evaluate new business opportunities effectively.

We have a good understanding of our operating environment and risk awareness/appetite, as well as a foundation of strong corporate governance, with clear and accountable reporting and monitoring systems.

## **7. Feeding Back**

Our Corporate Strategy is a 5-year document and is accompanied by our 30-Year Financial Business Plan which is updated annually.

We will produce an annual update setting out progress in delivering our Corporate Strategy. Beyond our governance and reporting systems, we will report progress and achievement to a wider audience every year through our annual report, newsletters and online via our website.

We would be pleased to discuss our Corporate Strategy further or if you would like to receive it in an alternative format, then please let us know.

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Recognised Scottish Charity No. SC033751**