



Group Corporate Plan 2022–2026

23 March 2022 Final Version

Partick Housing Association Group Corporate Plan 2022–2026

1. Introduction

This is the Partick Housing Association Group Corporate Plan, which sets our Corporate Strategy for 2022–2026.

We are recognised for providing quality homes, delivering excellent services and supporting our local communities. We also continue to grow our 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 to meet modern standards; 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 management 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 purpose:

We provide quality, affordable homes and services in the West End of Glasgow.

Our vision is:

Making homes and building communities.

Our values are:

- Customer focus;
- Inclusion;
- Trust; and
- Innovation.

Our aims are:

- To provide 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 looking for opportunities to work smarter and 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 most 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 and the surrounding area the vibrant place that it is today.

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.

We are growing as a business, providing more affordable homes to meet local housing needs. PHA owns and manages around 1,800 social rented homes. Our subsidiary company Partick Works Limited (PWL) provides services to some 1,600 factored homeowners, as well as letting a small portfolio of Mid Market Rent tenancies and commercial properties within the area. These properties are located across more than 350 blocks in Glasgow's West End and comprise a mix of tenures and property 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 and maintenance challenges, but this reflects the unique nature and diversity of Partick and the surrounding housing market.

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.



What we do is about more than bricks and mortar. Our work extends beyond the traditional boundaries of Partick, across the West End. We work with people from all walks of life, with different backgrounds and with varying housing needs and aspirations. A key part of our job is to engage with our communities and customers.

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. We are involved in wider activities beyond our core landlord role and seek to deliver positive outcomes by working in partnership with a range of other organisations.

We have over 40 members of staff based within our office in Partick, at the heart of the communities and customers that we serve. The PHA Board has overall responsibility for our activities. It is supported by three committees – Audit & Risk 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 Group 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 bold, lowercase sans-serif font. Below "partick" is the text "HOUSING ASSOCIATION" in a smaller, all-caps sans-serif font.</p>	<p>Partick Housing Association Limited</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 bold, lowercase sans-serif font. Below "partick" is the text "WORKS" in a smaller, all-caps sans-serif font.</p>	<p>Partick Works Limited</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.

Customer focus	We listen to our customers and others and target what we do to best effect.
Inclusion	We believe we can achieve more working in partnership with others to provide excellent services and homes.
Trust	We deliver on our promises and are clear about what we can and cannot do.
Innovation	We look for smarter and innovative ways to deliver positive outcomes and achieve value for money.

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

We are good at what we do and 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 open to what our customers and key stakeholders are telling us when looking at service improvements.

We want our customers and key stakeholders to:

- be confident that we act responsibly and reasonably in addressing the interests of the customer and communities that we serve;
- be reassured that we are an organisation that focuses on people and are able to rely on the commitment, professionalism, knowledge and experience of our staff to deliver the level of service that they expect;
- have peace of mind that we are an organisation who they can trust, which is financially sound and well managed, but also innovative and solution-focused;
- understand that we want to work with others to improve quality of life and wellbeing; and
- trust in our professionalism, quality standards and track record as well as our focus on being effective and efficient in the way we operate, delivering value for money in everything we do.

4. The Future

Since Partick Housing Association was formed in 1975, we have seen many changes in our core housing market and some challenging times for the wider economy. PHA has kept its focus and continues as a positive force for change in Glasgow's West End, going from strength to strength.

We aim to build on that strength of attitude and track record over the next four years or so. Over the life of our Corporate Strategy, we will concentrate on four 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 they want us to charge affordable rents and have knowledgeable staff. Their top priorities include:

- delivering effective repairs, maintenance and home improvements;
- keeping closes, back courts and communal areas clean and tidy;
- providing new homes to meet local housing needs;
- working in partnership with others to tackle ant-social behaviour;
- providing more information and services through our website and online; and
- working in partnership with others in the community to deliver services or events.

Our Team Activity Plans and Key Performance Indicators are developed around each of our strategic objectives, so we monitor and review them routinely to remain on target in delivering 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?

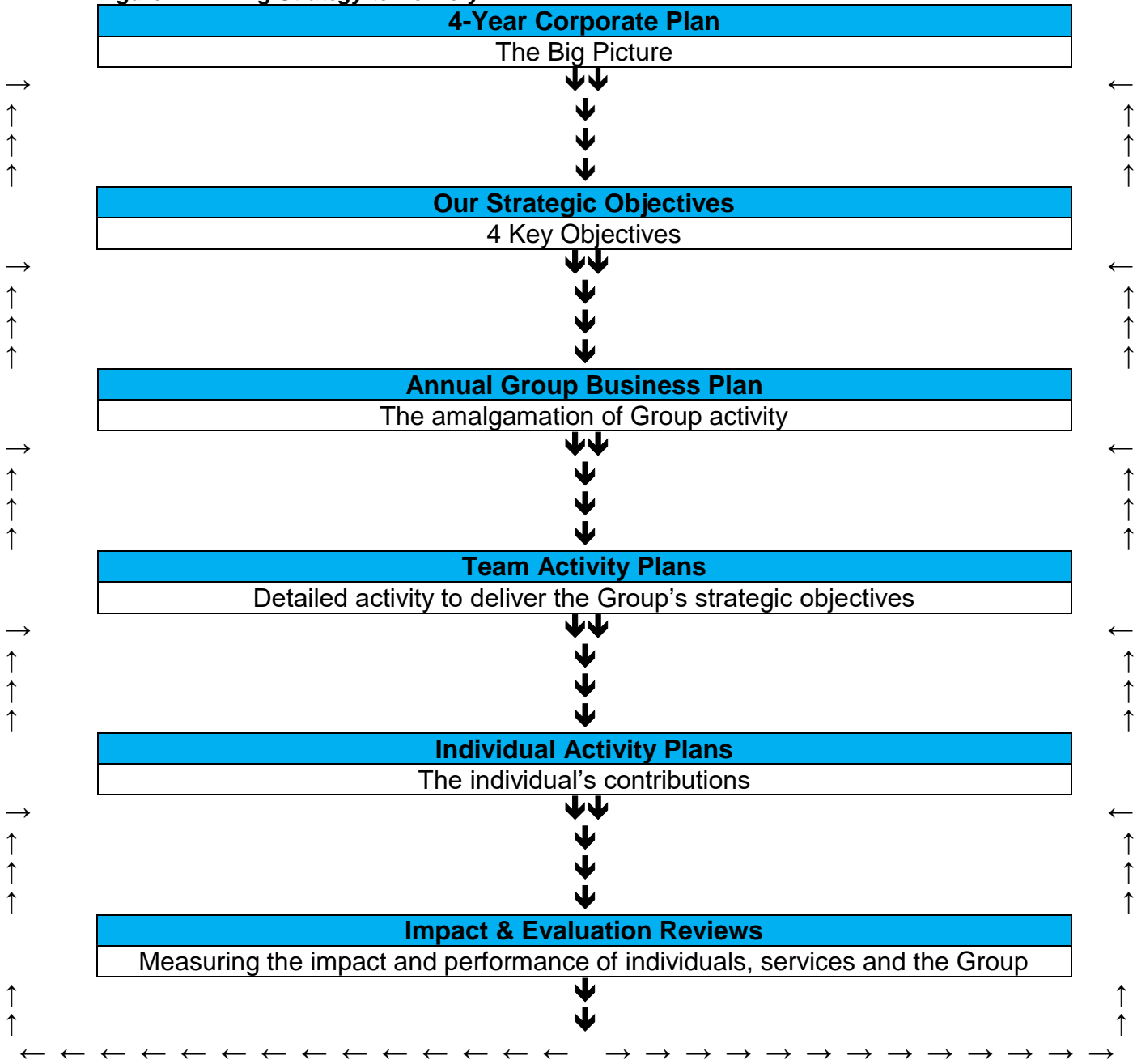
Our Corporate Strategy, set out within this Group Corporate Plan, is the road map that will guide what we will do and how we will measure success over the next four years or so. We have a supporting framework of strategies, policies and plans, which when taken together are regularly reviewed to ensure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

Figure 1: Supporting Framework to Group Corporate Plan 2022-2026

Group Corporate Strategy 2022-2026		
The 30-Year Financial Business Plan		
<i>Treasury Management Policy</i>	<i>Value For Money Strategy & Performance Management Framework</i>	<i>Asset Management Strategy & 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 2026.

Figure 2: Linking Strategy to Delivery



Our strategic objectives and Group Corporate Plans outcomes

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

Corporate Strategy action plan

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

We report progress to the PHA Board annually, identifying where we are achieving our strategic objectives and what work we still need to do, as well as consider any changes in priority or identify any new areas of business activity. Many of our activities involve customers and partners, so they play an important role in shaping how we deliver our action plan.

6. Business Planning, Delivering Value and Managing Risk

In developing our Group Corporate Plan, we recognise that what we do and how we do it is 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 sustainably when required to fund our capital investment needs.

Our business model is robust and we have considered different scenarios, so we can cope with possible unplanned changes that could impact upon our cash flow. The prudent assumptions built into our Business Plan enable us to be flexible, agile and adapt to meet opportunities and challenges, without impacting adversely upon 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 Group 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 address any Health & Safety works that may arise and ensure that our housing stock continues to meet the Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (ESSH). We will address other priorities identified through our stock condition or operational data – we will plan to achieve ESSH2 and reduce carbon emissions, where this is reasonably practicable, by the target implementation date of 31 March 2032.

Much of our stock comprises pre-1919 sandstone tenement blocks. We will therefore explore the best ways of engaging stakeholders, tackling common repairs, planned works and new housing standards in association with the strategic housing authority and other housing associations with similar stock characteristics.

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 knowledge of housing needs, gives us the confidence to continue developing or acquiring new homes. We will explore appropriate 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 understand our risk appetite, 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 effective 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 effective governance, financial viability and encouraging innovation.

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

7. Feeding Back

Our Group Corporate Strategy is a 4-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.

If you would like to receive our Corporate Strategy in an alternative format, then please let us know.

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Registered society under the Co-operative and Community Benefit Societies Act 2014.
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