



**Business Plan | 2023-2028**



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# Introduction

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**This business plan is our central planning document and sets out our strategic priorities for the next 5 years. It is approved by our Board and reviewed annually.**

## Purpose of the Business Plan

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The plan is designed to be primarily an internal document, serving several functions:

- It helps us clarify and communicate our strategic objectives and priorities for the next 5 years;
- It sets out how these objectives and priorities are aligned to our group strategy;
- It provides a strategic framework to inform our supporting strategies and plans;
- It demonstrates we have the resources necessary to deliver on our objectives and priorities;
- It provides a structure which we can use to monitor and measure our strategic success.

## Informing our Plan

In developing this plan, we have taken account of the latest business planning guidance published by the Scottish Housing Regulator.

We also sought input from:

- A joint workshop with the governing body of the association and the full staff;
- Focussed groups of staff from across our organisation;
- Our most recent tenant satisfaction survey.

# About Us

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Parkhead Housing Association, based in the East End of Glasgow, was established in 1977. We are a registered social landlord and a society under the Cooperative and Community Benefit Societies Act 2014. We are also a registered Scottish charity. We currently employ 37 staff and a copy of our staff structure is attached as an appendix to this plan.

## Group Structure

Parkhead Housing Association acts as the parent organisation of a group structure. There are currently two subsidiaries in the Group Parkhead Development Company and Parkhead Lettings Company. PDC, which began trading in October 2016 and provides estate management and close cleaning. Currently, the subsidiary's only customer is Parkhead Housing Association, but this may change over time as our subsidiary grows its customer base. Above all, our subsidiary aims to create long term, sustainable job opportunities for the area.

The Board of Parkhead HA retains overall responsibility for the strategic direction and control of the Group and our Chief Executive acts as Group Chief Executive. We have formal agreements in place which sets out our relationship with our subsidiaries. In its role of setting policy direction, the Board of Parkhead HA also identifies which policies and strategies apply to the Group as a whole.





## Our Track Record

Over the past 45 years, Parkhead HA has grown into a highly successful social landlord and provider of crucial community services. We now own and manage over 1700 homes, 16 commercial units and stores including our own offices, Parkhead Schoolhouse, The Drill Hall Pantry, and several homes and hostels leased to partners to provide specialist and supported accommodation. We have a comprehensive asset management plan in place ensuring that our assets are well looked after and remain fit for purpose.

We have successfully used our role as a housing developer not just to increase the supply of affordable housing but also to redevelop waste land and gap sites, to acquire and repair poorly maintained tenements, and to work alongside partners such as Glasgow Buildings Preservation Trust and the Townscape Heritage Initiative to protect and conserve Parkhead's important heritage.

We provide a range of housing tenures including shared ownership and mid-market rent (via our subsidiary). We have also responded to the changing needs of our customers as well as the changing funding priorities and have moved to a retirement housing model.

Today we have an annual turnover nearing £10m and a strong balance sheet. We perform well across all key performance indicators and manage our risks well. We provide a wide range of specialist services including our highly successful Welfare Rights service, as well as cost effective factoring services to over 300 owners.

Over the years we have supported many local groups and projects including bringing the Drill Hall Pantry to Parkhead, a vital service to our community. We also have strong working relationships with a number of local organisations including Parkhead Youth Project, Playbusters, Menself, Geezabreak and many more.

We take our role as an employer of our staff team very seriously and the culture of our organisation is always at the forefront of our strategic aims & objectives. We are fully committed to investing in the training and education of our staff and this is reflected in our training plans and budgets.

We have a strong and effective Board recruited from the local community. We have strengthened our governance over the years and our Board takes seriously its responsibilities of ensuring its policies and practices comply with, and often exceed, current standards and good practice. In the last few years we have co-opted additional Board members where we recognised the value in bringing some additional specialist skills on to the Board.

We are proud of our achievements and remain ambitious to do more.

## Context

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In developing this 5-year business plan, we assessed our operating environment to ensure we remain responsive to the needs of our customers and the prevailing circumstances. We have identified the key influences on our plan and what we see as the principal drivers of our strategy.

We are operating in an environment which is still reeling from the worst effects of both the global pandemic and an unprecedented rise in the cost of living. This continues to effect the most vulnerable people in our communities.

Scottish Index of Multiple Deprivation statistics also tell us the Parkhead area suffers higher than average ill-health, unemployment, crime and a reliance on benefits. It also experiences relatively low levels of income and low educational attainment. Studies have also shown that the life expectancy of men and women to be lower than the national average.

Following our most recent tenant satisfaction survey, we carried out an analysis that helped us identify the challenges we are likely to face over the next 5 years as well as the potential opportunities. These include:

### Challenges

- **Economic & Political Uncertainty** – The uncertainty over the economy in particular the rising cost of living, the ongoing impact of Brexit and the constitutional future of Scotland all mean that business planning over the next 5 years may be inexact. Whilst we can test different scenarios, we cannot predict the future, nor how it may impact on our organisation, our customers or our partners.
- **Reliance on Welfare** – The financial viability of individual households becomes increasingly fragile with both the cost of living and the reliance on the welfare benefits system. The potential knock-on effect to our business in terms of rent arrears is difficult to predict. Currently our rent arrears are within target, but we suspect that maintaining this situation will be challenging in the current climate.
- **Changing of Customer Habits** – Since the pandemic it is clear that the habits and behaviours of our customers has changed permanently. As such we must look to be innovative and respond to these changing habits by adapting our service model accordingly. For example taking advantage of new technologies to improve our customer journey.

### Opportunities

- **Social Purpose** – Given the local economic, health, educational and employment issues, we know that housing alone will not provide an effective solution. We are well known for our approach to social purpose and recognise the need to further improve our social impact. We see Parkhead Schoolhouse and the Drill Hall Pantry as the strategic hub to all our work in this area and we are fully aware of the impact this can have.
- **Demand** – Demand for our homes and services continues to be strong. We continue to be a critical part of the Parkhead community and an anchor organisation in the area. Customers continue to contact us in high volumes daily to assist with a wide range of issues relating to their housing journey.
- **Development** – We have clear and ambitious development plans taking us into the next 5 to 10 years. There are a number of sites identified within the Parkhead area which will provide us with much needed good quality homes. We also continue to be well placed to take advantage of funding in this area.

# Strategy

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We aim to be an excellent landlord and factor providing good, affordable homes within Parkhead and its wider community. We promote the involvement of stakeholders in our decision making so that we can be sure our services meet their needs. We work with the community and other partners to help to improve Parkhead as a place to live and we seek to play a significant role in the regeneration of the physical, economic and social life of Parkhead.

## Group Strategy

All companies in our Group share the same vision:

*“A prosperous Parkhead, where expectations are raised”*

Over the next 5 years, the strategic direction of the Group, as a whole, will be one of managed, incremental growth. Each organisation within the group structure will make a separate but important contribution to this growth strategy and will do so at its own pace.

## Strategic Direction

Like any organisation, Parkhead HA has gone through many different phases in our 45 year journey, where each phase is influenced by both internal and external factors. We see these next 5 years as a phase of service growth. We will focus on developing our services and improving our social impact. We remain acutely aware of the challenges faced every day by our community, no more so in the current economic climate, and remain committed to making a positive and lasting difference.

## Overarching Principles for our Group

We have aligned our approach across the Group and share a set of overarching principles we apply to everything we do. These are:

1. **Motivated to deliver:** Invest in our staff to ensure we do what we promise.
2. **Open to innovation:** To be willing and prepared to think differently.
3. **Demonstrating Leadership:** Accepting responsibility and leading by example.
4. **Supporting Community:** Empowering and encouraging communities to decide for themselves.



## Remaining Independent

We recognise that we need to keep challenging ourselves by regularly questioning whether we can continue to best serve the interests of our current and future tenants by remaining an independent housing association, or whether it would be better for our customers if we joined up with another registered social landlord. We remain confident that the interests of our tenants are best served by us remaining independent.

## Working in Partnership

To achieve the best results for our community, we shall work closely with other housing associations to, firstly, establish best practice for the housing services we deliver locally and secondly, to identify funding opportunities to promote the regeneration of the local area and initiatives to help support tenants from hardship and deterioration of general wellbeing.

## Our Values

**Community Centred** - We will ensure that the focus of our work meets the needs and aspirations of the Parkhead community.

**Partnership** - We will work with others to improve services and improve the daily lives of our residents and other stakeholders.

**Service Excellence** - We will provide the best possible level of service to all customers at all times.

**Integrity** - We will be open and accountable, respect others, and behave in a professional and ethical manner at all times.



## Our Strategic Themes

In conjunction with our staff and Board we have developed broad strategic themes from which we will draw our objectives and our detailed delivery plans. Our strategic themes are;

**Culture** – Our organisational culture is extremely important to us. We realise that for our staff team to reach their potential, it is critical that the environment in which we work is engaging, positive, open and honest.

**Innovation** – We want to be at the forefront with everything we do therefore we aim to be open to innovation by investing wisely across all areas of the business. Introducing new ways to contribute to community events to promote social inclusion and better use of local facilities and services.

**Tenant Engagement** – The way we engage and communicate with those in receipt of our services is vitally important. It needs to be meaningful and we need to show our customers that their views and opinions have value.

**Sustainability** – We are conscious as an organisation we need to minimise our impact on the environment. This key issue is linked to everything we do from building new homes to retrofitting in our existing properties and even how we recycle in the office environment.



## Strategic Objectives

We have developed a set of strategic objectives which will help us to stay focused. All our activities will be aligned to delivering these specific objectives and we will set outcomes and targets to help us measure our performance. These seven objectives are;

1. To provide good quality, energy efficient and affordable homes
2. To improve the local environment
3. To be innovative and provide a range of good quality services
4. To fully engage with our customers
5. To support our community to reach their full potential
6. To maintain good governance and sound financial management
7. To value and invest in our people

## Priorities

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We have identified our key business priorities for the next 5 years and have set these out in our delivery plans, together with our annual targets. Many of these priority actions will contribute to more than one of our strategic objectives and involve our different services working together.

## Core Services

Despite the many challenges we face in delivering our services, we continue to deliver high quality services and achieve our demanding targets. Linked to our core value of service excellence, maintaining or improving upon our current performance is one of our top priorities for the next 5 years.

Rents make up 80% of our total income and so two of our most business-critical activities are collecting rents and reducing arrears. While the Scottish Housing Regulator and the Scottish Social Housing Charter focuses on monitoring gross rent arrears, we prefer to focus on what we consider a more meaningful measure of our performance, namely net current tenant rent arrears.

Allocating our houses is another business-critical task, where there is a need to balance speed in order to minimise rental loss, ensuring we are taking the necessary time to make a sustainable let.

We are committed to working with Glasgow City Council to tackle homelessness and so despite the additional pressures this can sometimes place upon us, we will endeavour to ensure around 25% of all re-lets and 33% of new homes are allocated as section 5 homeless cases.

We will continue to work closely with our various partners to support effective tenancy sustainability. We are also keen to support innovative projects which provide supported housing and will continue to work with various key partners in this area.

## Customer Engagement

We will continue to work to improve how we communicate and engage with our customers. Our most recent tenants' satisfaction survey results have helped us to identify how we can better keep our tenants informed and provide more opportunities for tenants to participate in our decision-making processes. It will remain a key priority for us to have a strong representation from the Parkhead community on our governing body to ensure that the voice of our local residents is heard at a strategic level.

In particular we are especially keen to engage with the younger people in our community. We will continue to invest in new and innovative ways to engage with our customers placing an emphasis on our digital engagement through our website and social media.



## Meeting Demand

We remain fully committed to playing a significant role in helping Glasgow City Council meet the city's affordable housing needs. The current Strategic Housing Investment Plan anticipates that with their support, we will continue to provide affordable housing both through new developments and private sector acquisitions. For this reason, we will strive to ensure we have sufficient sites under our ownership, or in partnership, to allow a continuous stream of new programmes beyond the 5 years. We have a track record of delivering our programmes on time and within budget and we will continue to do so throughout this business plan.

We already build all our new homes to a high sustainability standard which allows us to tackle fuel poverty for our tenants. Any new developments will have to meet Glasgow City Council's 'Gold Standard' for sustainability. We know this will place additional financial pressures on our programmes, but we will continue to employ good design and modern procurement methods to ensure we deliver value for money.

The accessibility of our homes is also important to us. We will continue to invest in providing homes suitable for older people and those with particular needs. We will also continue to adapt our existing homes as appropriate to suit the changing needs of our current tenants.

## Asset Management

We own and manage a range of assets which include our homes, specialist housing which we lease to providers of supported accommodation, and various commercial properties which include shops, community facilities and our own offices.

We have an approved asset management plan in place, which fully complies with the guidance published by the Scottish Housing Regulator and underpins this business plan and our financial projections. We review our asset management plan as part of our business planning review process to ensure that they are both continually aligned.

Our asset management plan shows a positive net present value for all our homes, thus providing assurance to our Board that our continued investment in all our properties remains value for money.

We do not suffer from any difficulty to let properties and so the social value of our assets also remains positive.

Our planned capital investment over the next 30 years is £57m. We have already achieved compliance with the Scottish Housing Quality Standard and we are well placed to meet the Energy Efficiency Standard for Social Housing (ESSH).

A high priority for the organisation is prioritising the repair and maintenance of the fabric of our pre-1919 sandstone properties. This will require close collaboration with the owners in our community and funding support from relevant statutory bodies. Another priority will be to continue to buy existing properties from the private sector, particularly within closes where we already own homes. This acquisition strategy will allow us to bring the properties up to SHQS standard, protect our previous investment and more easily undertake building maintenance programmes.

## Affordability

Ensuring that our homes remain affordable to our current and future tenants has always been vitally important and is even more so in the current economic climate. The current cost of living crisis is at the forefront of our minds, particularly when it comes to considering any rent increases. We will continue to monitor the affordability and comparability of our rents using the SFHA's affordability tool.

We appreciate that rent levels are only one factor in the affordability of a home, and just as important is the cost to heat the home. We have carried out a great deal of work to ensure that our homes are as energy efficient as possible including modern heating systems and the fitting of internal wall insulation where appropriate. Nonetheless, the soaring levels of energy costs will mean that a large proportion of our tenants will experience fuel poverty.

In the last year, we have bolstered our Welfare Rights Service with the introduction of a second Welfare Rights Officer and increased the number of days we currently operate our drop in for tenants. We also continue to explore as many options as possible to make our tenants life easier from a financial point of view including our Pantry project and securing funding to distribute energy support vouchers.

## Estate Management

We are fully committed to a defined programme of backcourt improvements and we will continue to identify and tackle problem areas within the estate as we have done with the area surround Whitby Street. We will also continue to offer cost-effective factoring services to local residents and business owners and to work with our other external partners to tackle air pollution, dog fouling and litter. We will continue to work closely with our subsidiary Parkhead Development Company to improve the local area.

## Social Purpose

We have always considered our role to be more than just a landlord and throughout our history we have continued to prioritise tenancy sustainment, employability and community-led projects designed to tackle a wide range of issues. We continue to be keen to develop our work in this area over the next 5 years and see this being the key driver in our new strategic direction of service growth.

Our strategic hub for delivering our social purpose plans will be Parkhead Schoolhouse which will offer community space, a community cafe and office accommodation for community organisations and key local service providers. Within the hub we are also offering a vital Pantry service to the local community from the drill hall building adjacent to the Schoolhouse.

In addition we will continue to support either directly or indirectly a wide range of essential community projects including Playbusters, Parkhead Youth Project, North East Foodbank, Parkhead Community Garden, and an Artist in Residence. We will also continue to support individuals through our George Ryan Education Bursary.

We will use our dedicated staff resource to ensure we take advantage of any funding opportunities to help achieve our strategic goals and support our community to reach their full potential.

## Good governance

We remain fully committed to meeting the regulatory standards of good governance and financial management. We have worked hard to ensure our governance processes and systems reflect sector best practice and are fit for purpose. We aim to embed key governance process in everything we do, including building a holistic approach to our annual assurance process by using our leading governance software Decision Time.

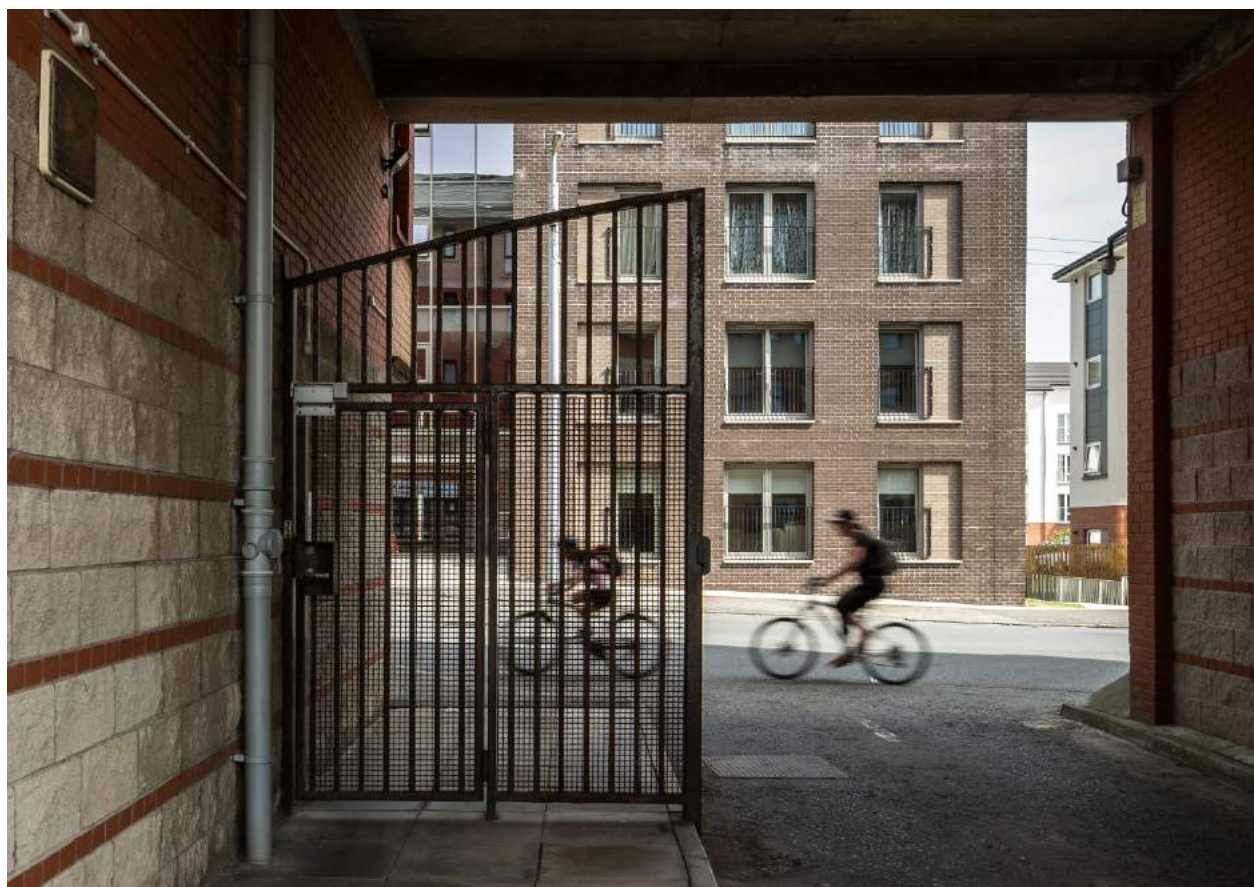
We will continue to undertake annual self-assessments and Board appraisals to help us to monitor our progress and identify particular areas which may need additional resources or strengthening. Investing in our governance as well as in our individual Board Members remains a strategic priority for us.

We also recognise that the promotion of equality and diversity is fundamental to good governance and as such, place our Equalities and Diversity Policy at the heart of our governance framework.

## Succession Planning

We strive to ensure we maintain a good balance of skills, experience and knowledge in order to keep our Board fresh and objective. It is therefore critical that over the next 5 years we develop and implement an effective succession plan for our Board. Although we have never found it a challenge to attract new Board Members we know that this is increasingly becoming an issue for many housing associations across Scotland and so we need to have a clear succession plan and recruitment strategy in place for when vacancies arise.

Succession planning is just as relevant for our staffing structure as it is for our Board. We have several long-serving staff and know that we need to prepare for their departure well in advance in order to minimise any potential disruption on our services. We are equally keen to keep our staff team fresh and objective by regularly recruiting people who bring new ideas and perspectives into the organisation.



# Resources

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We are fully committed to making the best use of our resources, people and money to ensure we remain a strong and sustainable organization.

## Financial Objectives

1. Maximise income & minimise expenditure to ensure liquidity.
2. Safeguard & invest in our existing assets.
3. Meet the loan covenants of our lenders.
4. Continue to build good quality affordable homes.
5. Invest surpluses in building & improving our homes and regenerating Parkhead.
6. Ensuring value for money in everything we do.

## Financial Position

We remains financially viable reporting a strong balance sheet that shows both a healthy bank balance and accumulated reserves. Our impressive position allows us to utilise our own cash reserves to fund our five-year development program and enables us to attract future investors.

## Financial Planning

We undertake a robust and dynamic financial planning process. This ensures us that we can meet all our financial commitments in the short, medium and longer-term.

Demonstrating our ability to achieve our key aims and objectives, this financial planning exercise includes setting an annual budget together with 5-year projections and 30-year forecasts.

These projections include an income statement, a statement of financial position and a detailed cash flow analysis. Our financial projections are consistent with the requirements of the Scottish Housing Regulator and meet our loan covenant obligations.

## Our People

We recognises our staff to be our key asset to the successful delivery of our business plan. We care about our staff's wellbeing and want to foster a healthy work/life balance for our staff team. This is particularly prevalent just now as we offer our staff team a hybrid working option which continues to be well used and appreciated across the board.

We encourage and support staff in reaching their own personal potential. We offer employees personal development and training opportunities as well as providing mentoring and job shadowing to facilitate succession planning within our organisation.

In order to ensure continuous improvement to our customer service we carry out annual Personal Development Reviews with staff to identify skill gaps and carry out annual appraisals to recognise individual performance.



# Risk

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We understand the importance and value of managing risk and see our risk management policy and framework as an essential element of good governance, improving our decision-making and enhancing our outcomes and accountability.

## Our Approach

We have adopted a comprehensive and careful approach to risk management whereby we:

- Integrate risk management into our culture and ethos;
- Are able to anticipate and respond to changing in social, environmental and legislative conditions;
- Ensure we maximise opportunities;
- Can provide assurance to our Board about the effectiveness of internal control and risk management;
- Ensure we minimise the impact of risk;
- Can measure our performance against regulatory requirements;
- Ensure we have a robust risk management framework in place which is linked to our strategic goals and objectives;
- Raise awareness of the need for risk management

## Audit & Risk Committee

Our Audit and Risk Committee are responsible for ensuring that all risks facing the association are identified and managed and that their potential impact on the business are assessed. They have delegated responsibility for overseeing the risk management and internal control systems, for reporting quarterly to our Board on our performance against the risk register, ensuring that the key risks areas are managed and that the agreed risk mitigation measures are monitored.

They are also responsible for monitoring and reviewing the effectiveness of our internal audit function and making recommendations to the Board in relation to the appointment, re-appointment and removal of the external auditor.



## Monitoring & Review

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This business plan signals our intention to move towards a more outcome-based approach to business planning where we are able to measure our social impact as well as our operational performance. We know that this is not easy, especially with a vision as ambitious as ours, and so will take some time to fully develop.

### Performance Management

As our core strategic document, this business plan lies at the heart of our performance management framework and allows our strategic objectives and priorities to be cascaded down through operational delivery plans and into individual responsibilities. We will report our performance against our business plan strategic objectives to our Board on a quarterly basis and have set out our intended outcomes together with our key performance indicators and targets in our delivery plan attached as an appendix to this plan.

### Evidence Base

Over the next 5 years we will work to strengthen our evidence base and assurance levels. We will continue to benchmark our performance with other social landlords, undertake regular tenant surveys and community profiling exercises, update our stock condition surveys and seek the views of our strategic partners. All of this evidence will then be used to underpin our future business plans.

# Delivery Plans

## Strategic Objective 1

To provide good quality, energy efficient, affordable homes

Outcome	Action	KPIs	Year 1	Year 2	Year3	Year4	Year5
Increase in the number of homes we offer	Buy back properties	Number of homes	5	5	5	5	5
	Build new homes	Number of homes	0	24	22	12	24
All properties are excellently maintained	Annual reactive & cyclical repair investment programme	% of repairs delivered on time	97	97	97	97	97
Deliver component replacement programme	30- year component replacement programme	% of annual programme delivered on time	100	100	100	100	100
All properties are safe	Maintain gas safety checks within 12 months	% of properties completed on time	100	100	100	100	100
Tenants satisfied with new homes	Relet properties are brought up to standard	% of tenants satisfied with re-let standard	95	95	96	96	97
Tenants remain in their homes	Adapt homes to suit medical needs	Number of aids & adaptations	40	40	40	40	40
Provide sustainable energy efficient homes	Reduce carbon footprint and ensure properties are resilient to climate change	Number of properties compliant with EESH2	100	100	100	100	100
Homes are made available quickly	Monitor & improve time to relet properties	Days to let	27	27	25	25	24

## Strategic Objective 2

To improve local environment

Outcome	Action	KPIs	Year 1	Year 2	Year3	Year4	Year5
Local environment is improved	Deliver environmental strategy	Tenants are satisfied with local <a href="#">neighbourhood</a>	90	90	91	91	92
	Develop & Deliver effective factoring service	Customer satisfaction with factoring service	85	87	90	92	95
Develop green space & support local community	Improve external environment for local resident	Local residents are satisfied with green space	90	90	91	91	92

## Strategic Objective 3

To be innovative and provide a range of good quality services

Outcome	Action	KPIs	Year 1	Year 2	Year3	Year4	Year 5
Services are rated as excellent	Monitor and improve all customer facing services	Overall tenant satisfaction %	90	92	94	95	95
	Gather tenant feedback through on spot surveys	Number of surveys completed	120	120	120	120	120
	Gather tenant feedback through call surveys	Number of surveys completed	120	120	120	120	120
	Gather tenant feedback through on quarterly satisfaction surveys	Number of surveys completed	4	4	4	4	4
Develop green space & support local community	Improve external environment for local resident	% tenants satisfied with Management of neighbourhood	90	90	91	91	92
Tenants enjoy their homes peacefully	Address anti-social behaviours	% of anti-social cases resolved within timescale	100	100	100	100	100

## Strategic Objective 4

To fully engage with our customers

Outcome	Action	KPIs	Year 1	Year 2	Year 3	Year 4	Year 5
Customers are engaged	Develop & deliver social media, website and marketing strategies	Website traffic (unique visitors)	20000	20000	20000	20000	20000
	Develop & deliver social media, website and marketing strategies	Tweet impressions	40000	45000	50000	55000	60000
	Develop & deliver social media, website and marketing strategies	Facebook post reach	20000	25000	30000	35000	40000
	Develop & deliver social media, website and marketing strategies	% increase in twitter followers	6%	7%	8%	9%	10%
	Develop & deliver social media, website and marketing strategies	% increase in Instagram followers	6%	7%	8%	9%	10%
Deliver genuine and meaningful tenant and community engagement opportunities	Maximise opportunities for meaningful engagement	% of tenants satisfied with the opportunity to engage	90	90	92	92	93
	Lead on Parkhead becoming greener and cleaner by engaging with tenants on local projects, backcourt upgrade programme and relaunching our scrutiny panel	% satisfaction with local neighbourhood	90	90	91	91	92



## Strategic Objective 5

To support our community to reach their full potential

Outcome	Action	KPIs	Year 1	Year 2	Year 3	Year 4	Year 5
Parkhead School House & The Drill Hall Pantry continues to thrive and support the community.	Encourage & widen scope & activities at the school	% of activates delivered	100	100	100	100	100
	Ensure commercial spaces within the Schoolhouse are occupied	% of rented space occupied	100	100	100	100	100
	Promote <a href="#">The</a> Drill Hall Pantry within the East End	Number of Pantry Members	>300	>300	>300	>300	>300
Develop a thriving local commercial sector	Maintain & Develop our commercial strategy	Number of commercial lets	15	16	14	14	14

## Strategic Objective 6

To maintain good governance and sound financial management

Outcome	Action	KPIs	Year 1	Year 2	Year 3	Year 4	Year 5
PHA is well governed	Demonstrate high standard of governance, conduct and leadership.	Maintain regulatory Compliance status with the SHR	Compliant	Compliant	Compliant	Compliant	Compliant
Board Capacity	Maintain healthy size of Board number	% of Board member positions filled	100	100	100	100	100
PHA brand is promotes & well respected	Actively Promote PHA good news stories and local events and activities	No of events & good news stories	10	10	10	10	10
Board training & Development	Carry out Annual Board appraisals	Individual development needs assessment plans	Yes	Yes	Yes	Yes	Yes
PHA is financially sound	Monitor & review treasury management policy	Ensured Liquidity – Current Ratio. Development & investment programmes are sustainable. Compliance with covenants	Above 200% 100% viable 100% compliance	Above 200% 100% viable 100% compliance	Above 200% 100% viable 100% compliance	Above 200% 100% viable 100% compliance	Above 200% 100% viable 100% compliance
	Continual monitoring of operational cost base.	Gross Margin %. Staff costs to Turnover ratio.	Above 3% Not to exceed 35%	Above 3% Not to exceed 35%	Above 3% Not to exceed 34%	Above 3% Not to exceed 33%	Above 3% Not to exceed 33%
	Ensure accurate & timely budget setting and forecasting	Annual, 5 year and 30-year budgets are	100% compliance rate	100% compliance rate	100% compliance rate	100% compliance rate	100% compliance rate
	including scenario and stress testing	submitted and approved on time					
	Robustly peruse rent arrears & maximise benefit uptake	Net rent arrears as % of rent debit	4.25	4.25	4.25	4.25	4.25
	Minimise void period	Void lost rent as % of annual debit	1.5	1.4	1.3	1.2	1.1
PHA identifies and manages risk effectively	3- year audit plan	No of annual internal audit days.	22 days	21 days	21 days	20 days	20 days
		No of new internal audit recommendations. % of recommendations completed by deadline.	Not exceed 15 80%	Not exceed 15 85%	Not exceed 13 90%	Not exceed 12 95%	Not exceed 12 100%
PHA has an effective ICT system in place	Deliver ICT strategy action plan.	System meets organisation needs	Complete Phase 1 of Digital Strategy	Complete Phase 2 of Digital Strategy	Complete Phase 3 of Digital Strategy		

## Strategic Objective 7

### Our People

Outcome	Actions	KPIs	Year 1	Year 2	Year 3	Year 4	Year 5
PHA has a well-trained and knowledgeable staff team.	Deliver leading training and development programme	Training budget financial commitment	25,000	26,875	27,950	28,790	29,650
We provide opportunities to feedback regarding staff and organisational performance	Deliver personal development review meetings	& of Annual PDR meetings completed	37	37	37	37	37
Foster a positive in office environment for the staff team	Programme of Healthy Working Lives Events	Number of events delivered	16	16	16	16	16

## Appendix: SWOT Analysis

Strengths	Weakness
Calibre of staff - the organisation has a well-trained, experienced, motivated and effective staff team	Tenants Engagement -low levels of tenant participation
Board – Strong and diverse board who are fully committed to the organisation.	Communication - External & internal communication could be developed
Good performance – meets targets	Data management- IT system needs updating
Open to change – the organisation is forward thinking and ambitions and willing to be flexible in its approach	Strong leadership team – any changes to long serving staff could impact on the business
Financially sound- strong financial position	Green Agenda - develop green environmental strategy
Good Reputation -Association is well known and respected within the sector	Digital – better use of digital technology
Relationship SHR- compliant with financial, legal & statutory regulation	
Office based - local based office, easily accessible to our tenants	
Culture- organisation committed to training staff and staff wellbeing, hybrid working	
Asset management - robust long-term component investment plan	

Opportunities	Threats
New Build – Develop and build new homes	Welfare Reform – impact of Universal credit and impact on rent arrears
Technology – develop organisation digital strategy	Political uncertainty – impact of Brexit
Environment – working in partnership to deliver Inner East Strategic Development Framework. Green Agenda access funding to reduce carbon footprint	Economic – cost of living rising inflation and interest rates
Community Engagement – deliver TP strategy to improve tenants' participation	Climate change – cost of meeting green agenda
Social Purpose- raise awareness of activities at Parkhead School house & Pantry, access funding to deliver wider community activities.	Affordability – balancing affordability with investment in stock, building new homes and meeting higher expectations from SHR
Communication – better use of social media to interact and engage with tenants & wider community	