SHETTLESTON HOUSING ASSOCIATION

Business Plan

2026

Summary

INTRODUCTION

Shettleston is a community-based housing association, a Registered Social landlord (RSL) and a Scottish Charity. It was formed in 1976 by local people who were concerned at the deterioration of their community and who wanted to save the traditional sandstone tenements that embodied that community.

While the early focus was on tenement improvement the Association gradually developed over the years, through a series of stock transfers - starting in the 1990's with transfers from Scottish Homes and culminating in the second stage transfer of former City Council stock from GHA in 2009 - and through building new homes. There was also an increasing emphasis on the provision of wider community services and facilities to meet local needs and to assist the ongoing regeneration of the area.

The Association now operates in the Shettleston, Greenfield, Springboig and Sandyhills areas of Glasgow's east end. At March 2026 we had a total of 2471 homes in management. We also provide an ongoing management factoring service to 464 privately-owned homes.

Most of our homes are for social rent and are mainly flats (84%) with one or two bedrooms. Only 15% are larger family homes.

Incomes in the area continue to be lower than average and we strive to keep our rents affordable. Our overall average two bed rent at March 2025 (£97.70 per week) compared well with the Scottish RSL average (£104.17) and the average for our Large Urban RSL peer group (£106.35).

The very significant investment in acquiring, improving and building new homes to date has been funded through a mixture of government grant funding and private borrowing. Our loan portfolio is a £45 million Royal Bank of Scotland facility, with £41.6m drawn at March 2026.

An increasing emphasis on major repair and component replacement over the years has seen the existing stock improve in line with the requirements of the Scottish Housing Quality Standard, the Energy Efficiency Standard for Social Housing (EESSH) and to meet tenant expectations.

However, sandstone tenements still make up over a quarter of our stock and over 60% of homes pre-date the second world war. Only 12% have been built since 2002. As a result there is need for significant ongoing investment.

We are expecting to draw down the remaining £3.4m of the loan facility over the next three years of the business plan period 2026/27 - 2028/29 to help fund the required investment in our existing housing stock. Over this period we have plans to invest a total of £19.7 million in the stock: major repairs (£10.4m), planned and cyclical maintenance (£3.8m) and reactive and void repairs (£5.5m).

In recent years the development of new housing has become increasingly expensive and risky but growth can bring benefits in terms of meeting housing needs and improving our economies of scale as a business, thereby helping to keep rents affordable in the long-term. We will therefore continue to actively explore possible site opportunities. We will only proceed however on the basis of a robust and detailed financial appraisal.

The Association is overseen by a volunteer Board of Management of up to 18 members: 15 elected local Association members and up to three co-optees who need not live locally.

The Board has two sub-committees: Audit & Corporate and Operations.

The Association employs 41 full-time and 5 part-time staff (45.11 FTE).

The Association is the parent body within the Shettleston Housing Group which also includes two wholly-owned subsidiaries, each with its own Board and governed by Intra Group and Service Sharing Agreements.

- *Upkeep Shettleston Community Enterprises*: a commercial trading company with turnover of around £3.2 million and is the Association's principal subsidiary, employing 52 staff (49.03 FTE). It provides maintenance, void works, major repairs, stair cleaning, back-court maintenance and landscaping services. Upkeep retains a strong social purpose, including employability support and opportunities locally.

- *East End Housing Development Co*: a commercial trading company established in 2007 to support the Association's objectives in the private housing market. It has turnover of around £320k, owns market-rent tenement flats funded by an SHA loan, and manages the Association's mid-market rent portfolio.

The Association has always been more than just a landlord and has a long track record of initiating "wider role" projects and working in partnership with local community bodies and agencies to help boost health and well-being and combat social isolation. Key projects/partners currently include: Shettleston Community Growing Project (SCGP); Shettleston Men's Shed; FUSE Youth Café and Shettleston Keen-agers. The Association employs a community development officer, operates a community Hub at 981 Shettleston Road and provides energy, money/debt and income maximisation services in partnership with local RSLs.

OUR PURPOSE, VISION AND VALUES

Our Purpose……

We are a community-controlled housing association providing quality, affordable homes and related services for the people and communities of Shettleston, Greenfield, Springboig and Sandyhills.

Our Vision……

Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life-chances.

Our Values……

and the behaviours and standards that we believe underpin these are:

Our **Strategic Objectives** have been set by the Board with reference to regularly updated SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). They are to:

- Achieve excellent standards of governance and build our organisational resilience.
- Improve the customer focus and value for money of our services.
- Deliver our investment programme to achieve the best possible outcomes for quality, affordable and sustainable homes in the area.
- Support our tenants and the local community to make positive change and deliver good health and wellbeing outcomes.
- Continue to develop our staff team and refresh our working culture.

OUR STRATEGIC OBJECTIVES

Further information is set out below about what we want to achieve…

<u>Objective A</u>: Achieve excellent standards of governance and build our organisational resilience.

We aim to strengthen the Board, ensuring it remains skilled, effective and supported by succession planning. We want the Board to reflect the local community, supported by an active share-holding membership.

We will maintain a strong focus on legal and Regulatory Standards, using self-assessment and improvement planning to inform our Annual Assurance Statement.

We will improve our approach to communications and increase our profile with tenants, stakeholders and the wider community through a broader range of media.

In 2026, our 50th anniversary, we will celebrate with tenants and service users through a range of activities. This will include a community fun day and a photographic exhibition celebrating the work of the Association and local people. We will work with Glasgow University community development team through its *Activate* Programme, to further develop community capacity and local engagement in the area as a fitting legacy of our 50^{th} celebrations.

We will strengthen our Business Continuity Plan to support risk management and resilience.

Access to affordable loan finance remains crucial. We will work with our lender RBS on future borrowing options for viable development projects.

High performance and cost control are essential. We will benchmark our performance to identify improvement opportunities.

We intend to remain independent while exploring potential benefits of collaboration with other organisations to help achieve our objectives.

As parent of the Shettleston Housing Group, we will keep relationships fair, compliant and sustainable.

The Association aims to help make Shettleston a greener place and we will embed sustainability, reduce our carbon footprint and monitor ESG progress, with particular focus on climate change. We will improve greenspace management across over 50,000m^2 of grassed areas and around 2,000 trees, encouraging habitats for wildflowers and pollinators.

<u>Objective B:</u> Improve the customer focus and value for money of our services.

We aim to be a high performing social landlord, close to the needs and aspirations of our tenants and service users.

A key priority is to strengthen the customer focus of our services. We will drive the implementation of high customer service standards and ensure that our staff team are equipped to consistently meet our service users' expectations and make a difference.

We restructured our Customer and Community Services team in 2024 to improve the local focus and effectiveness of our service delivery, introducing area-specific housing officer patches, Area Teams and Area Housing Managers. Going forward we want to fully realise the benefits of this structure by:

- Ensuring a high profile for housing officers in their area and high levels of quality, personal interaction with residents.

- Empowering individual staff and Area Teams to proactively and creatively work with tenants, other SHA and Group staff, and local agencies to improve local services and living environments.

We need to understand what our tenants and service users think about our services.

- We will look to build effective resident participation and scrutiny arrangements and seek to engage with all sections of the community.

- In 2026 we will carry out our next three-yearly independent tenant and owner satisfaction survey and will look to learn from this and develop our service improvement plans.

We know that clean, attractive, well-managed and safe common areas are a priority for our residents. We will ensure that we have robust and up to date monitoring systems in place so that we know where things are not working, and make improvement plans where necessary.

- Following on from the 2025 changes to the estate caretaking service we will continue to monitor the delivery of our estate caretaking services and work with our contractor Upkeep to ensure excellent service delivery.

- We will also continue to work with our tenants, Upkeep, the Council and other local partners to address concerns in relation to litter, fly-tipping, dog mess, rats and other vermin in the wider local area.

We will develop our ICT Strategy. We aim to increase the digitalisation of our services to improve customer service. With the implementation of the new Home Master system in 2026 we will fully launch our Tenant Portal and continue to explore new ways of making services and information as accessible as possible.

Against the background of the ongoing "housing emergency" in the City we will conclude the review of our housing allocations policy. We will consider how we can best prioritise the different housing needs that present to us whilst also supporting the development of balanced and sustainable communities.

We face increasing challenges around tenancy sustainment and aim to improve the support we provide to tenants in their homes.

- At a time when fuel bills seem set to escalate again we will provide information, advice and support to our tenants in a variety of ways – including on how to best use their heating systems.

- We aim to better understand the needs and circumstances of our tenants and service users, to allow us to better plan for future service design and delivery. We will continue with a rolling programme of targeted home visits each year, prioritising tenants with whom we have had little or no contact in recent times or who are otherwise known to be vulnerable.

At the heart of the issue of value for money are the rents that we charge to tenants. We will continue the phased roll-out of the new harmonised rent structure during the Plan period. We will ensure there is a good understanding of the new structure, and phasing arrangements, and that those most affected by the transition are provided with advice, support and assistance.

Having set rents to strike a balance between meeting costs and affordability it is important that we can maximise the income from rents charged. We will improve our processes in relation to rent arrears prevention and recovery, re-charge repairs recovery and minimising void repairs.

The 2025 Housing (Scotland) Act will have significant implications for all RSLs and their tenants and we will work to ensure compliance with the requirements arising from it including for: succession to tenancy, dampness and mould and domestic abuse.

<u>Objective C:</u> Deliver our investment programme to achieve the best possible outcomes for quality, affordable and sustainable homes in the area.

Looking to the future, it is essential that we keep tenants' homes well maintained and improved to continue to meet residents' needs and current standards.

We have identified and costed future investment needs and it is a priority to deliver on the agreed annual capital programme: £2.8M in 2026/27.

To meet our objectives, we need detailed, reliable information about our stock and to plan on the basis of this. We will continue to update our Asset Management Strategy to reflect stock condition survey findings, including the forthcoming review of stonework issues in our sandstone tenements.

Over recent years we have improved our knowledge of the energy efficiency of the stock and options for improvement. We do not expect to have the resources to improve our stock to net zero standards in the foreseeable future but we will continue to improve energy efficiency and reduce tenants' bills wherever possible. We will continue to review the specification of components to form part of planned maintenance/replacement programmes. We will also continue to explore potential funding sources.

We will evaluate the decarbonization pilot project of 15 houses in Sandyhills that is currently completing, to learn lessons about e.g. the level of disruption to tenants and the real savings in fuel costs.

The multi-tenure pattern of housing locally means that investment can often only go ahead where owners in closes also contribute. We will continue to review our approach in this regard. As part of our ongoing review of factoring arrangements we aim to work with neighbouring owners to resolve any outstanding title issues within closes where we have ownership.

We own a range of non-housing assets (land, offices, shops and other premises) and will develop a data-base and a long-term strategy for use of and investment in all of these assets.

We are now hopeful of being able to deliver new affordable homes to meet needs in the local community, in accordance with Glasgow City Council's Strategic Housing Investment Plan (SHIP). The following potential new build projects, totalling c. 67 new homes, have been identified within our Strategy and Development Funding Plan (SDFP) submitted to Glasgow City Council and are being worked on:

- Former Telephone Exchange site on Wellshot Road which we own.
- Old Shettleston Road site (currently owned by Clyde Gateway).
- Conversion of a commercial unit on the ground floor of 632 Shettleston Road.

In addition we will continue to liaise with the Council regarding potential for funded acquisitions of private homes on the open market, in accordance with the Council's LHS objectives. We aim to acquire a further ten new homes in this way in 2026/27. Along with buy-backs of tranches in our own shared ownership stock, this represents an important if modest way of growing the stock of socially rented homes in the area.

<u>Objective D:</u> Support our tenants and the local community to make positive change and deliver good health and wellbeing outcomes.

We want to be more than just a great landlord. The Association aims to continue to be a key player in supporting the local community and helping to facilitate the ongoing regeneration of Shettleston and the surrounding area. We will work with community groups, elected representatives and our partner agencies to develop and deliver projects that will improve the life chances of local people and meet the wider needs of the local area.

We will continue to seek to support to people struggling with the cost of living and will continue to offer targeted and expert support to our residents to assist those struggling to pay their rent and other costs. This will be provided by our own housing, tenancy support, energy advice and welfare rights officers and also through our ongoing support for the Tollcross Shettleston Money Advice project (TSMAP). We will also continue to liaise with and signpost to other specialist advice providers and seek external funding support to benefit our tenants through fuel vouchers and other support with living costs.

We will continue to explore opportunities to support the provison of affordable food in the area, following the 2025 closure of the Food pantry that has operated from our hub for several years.

We will support employability opportunities and advice in the area, including through our continued support to Upkeep in its development of apprenticeship and training opportunities in the area.

We will continue where possible to facilitate the delivery of English as a second language (ESOL) teaching in the local area and will more generally reach out to those in minority communities new to the local area.

We will continue our long–established support for the following important local projects and services to help boost health and well-being and combat social isolation:

- *Shettleston Community Growing Project (SCGP)*
- *Shettleston Men's Shed*
- *FUSE Youth Café*
- *Shettleston Keen-agers*

We aim to continue to support the ongoing improvement of the local physical environment and amenities through the completion of a new mural at the prominent "gateway" gable end at St Marks street.

We aim to further develop our role as a "community anchor" organisation and help support local community capacity by :

- Developing a plan for the future operation of the HUB @ 981 Shettleston Rd in conjunction with partners.
- Continuing to review the provision of other community space in the area and how this can be enhanced.
- Holding a community fun day.
- Work with partners to continue to support the delivery of the Shettleston Locality Plan.

We will review our Wider Role Strategy in light of this.

<u>Objective E:</u> Continue to develop our staff team and refresh our working culture.

We aim to ensure that we continue to have an appropriate staff structure and a high performing and motivated staff team capable of delivering on our strategic objectives.

We want there to be a strong and positive working culture aligned with the Association's objectives and we will look to inspire and motivate our front-line staff to deliver great customer service and to make a difference for our tenants and other service users.

We will look to further develop how our Customer Service Advisers can improve the quality of our services by empowering them to deal directly with a higher proportion of queries and calls.

It’s important that all staff can make the most of the new ICT systems that will be available and we will provide training and support as required to ensure maximum staff effectiveness in this way.

We will continue to seek feedback from staff – including through independent staff satisfaction surveys – and look to develop our People Plan accordingly.

We aim to ensure that there is a one-organisation ethos across the Shettleston Housing Group and will continue to work with our subsidiaries to make SHG a great place to work.

We will develop and keep under review a Staff Succession Plan to ensure that we can continue to fill key roles effectively and enable the development of existing staff to their full potential.

Our Delivery Plan

Our 5 Strategic Objectives, above, all need to be translated into practical tasks with timescales and targets with named individuals taking ownership of delivery. We annually agree a Delivery Plan and Key Performance Indicators (KPIs) or operational targets. These are available on request.

OUR FINANCES

The achievement of our strategic objectives requires the ability to understand and control our costs. This is important to maintain an affordable rent structure, continue to invest in the development of the business and have the strength and flexibility to adapt to external challenge.

As a business which currently holds over 2,400 properties to maintain over the long term, and a high value of long-term borrowing, the Association needs a robust business plan underpinned by a 30-year financial model.

Our long-term financial forecasts include comprehensive scenario planning and stress testing, assessing the impact of different assumptions and identifying alternative strategies to manage risk.

An annual budget is prepared each year, and the 30-year financial model is updated to reflect the latest expected outturn for the year just past, the new budget for the year ahead, and future assumptions are updated where required to reflect current economic conditions and known changes to the operating environment.

Following the annual budget preparation, performance is monitored throughout the year through quarterly management accounts reporting, variance analysis, regular cash forecasts, and loan covenant monitoring.

The Association also measures its performance against a range of key performance indicators on a quarterly basis.