



Govanhill
HOUSING ASSOCIATION



BUSINESS STRATEGY
2026-2029

This is a shorter summary of our business strategy. If you would like to read our full business strategy document, it is available online at www.govanhillha.org/business_strategy_26to29



HAPPY TO TRANSLATE

Welcome to the Govanhill Housing Association Business Strategy 2026–29

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

This mission reflects our commitment to delivering high-quality homes and services in thriving communities that are great places to live. This new Business Strategy sets out how we will achieve this mission over the next 3 years.

It takes into consideration challenges such as:

- Cost of Living Pressures
- Glasgow’s housing emergency
- Rising construction costs
- Climate Change

It also carefully considers the potential offered by advances in technology, that could offer better value for money and improve our services.

Our Vision for the next 3 years:



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

This means that we will:



Transform the way we work so that staff have more capacity to improve customer experiences and add value.



Improve our homes and prioritise investment in housing.



Put the neighborhood and environmental improvement at the heart of what we do to get better outcomes for communities, whilst delivering targeted support for those most in need.

Our Values

We place the highest priority on valuing and respecting our tenants, Committee **members**, staff and partners.

We are:



**Effective
and
efficient**



**Inclusive
and
supportive**



**Bold and
innovative**



**Transparent
and
accountable**



**Trustworthy
and fair**

These values are the foundation of our identity and guide everything we do. Over the next three years, we will focus on embedding these values across every area of our work.

Tenant Consultation: Taking your Views into Account

To develop this new strategy, we gathered tenant views on Govanhill HA's services, including recent experiences, areas for improvement and priorities for future development. The survey was coproduced with the Govanhill HA Tenant Scrutiny Panel and took place in February 2026.

Over 400 tenants completed the survey. Overall tenant feedback was positive, with 78% stating they would be likely to recommend Govanhill HA as a landlord.

We asked tenants to identify their top five priorities, both now and in the future:



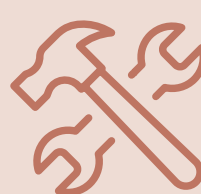
**Keeping
rents
affordable**



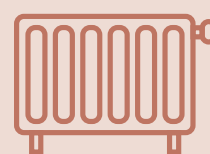
**Investment
in existing
homes**



**New
affordable
housing**



**Improving
the repairs
service**



**Making
homes
warmer and
affordable
to heat**

Our Objectives: How we will deliver this vision in the next 3 years.



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

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

What Do We Want to See?

If we meet these objectives, we expect to see:

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

How will we meet our objectives?



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



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

We know that improving neighbourhood quality is a priority for our tenants, residents, and community, which is why this is our first objective.

Our Actions

We will take the following actions over the next three years to improve the quality of our neighbourhoods and make them great places to live.

- Develop and deliver an Environmental Strategy with Partners
- Appoint a dedicated Environmental Support Assistant
- Engage with the community on neighbourhood management and improvement.
- Assess the feasibility of an in-house estates team.
- Review and deliver the Environmental Action Plan.

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



The second key priority for Govanhill Housing Association in the next 3 years is to proactively seek ways to tackle the housing emergency in Glasgow and where possible increase the supply of affordable housing.

This is a priority because:

- Glasgow is in the middle of a housing emergency; there are 10 applicants waiting for every social tenancy.
- We have a strong track record in preventing and resolving homelessness, as well as developing new homes, by building and property acquisition.

We will not pursue new build housing at any cost; development proposals will only be considered if they are financially viable. New build activity should never impact investment in tenants' homes.

Our Actions

To **increase the housing supply and continue to respond to the housing emergency**, we will:

- Explore building reuse, acquisition and refurbishment opportunities.
- Maintain a relationship with Glasgow City Council as a trusted delivery partner and developer.
- Work with Glasgow City Council to accommodate homeless households
- Deliver a strategic appraisal of studio and one bed flats.
- Continue to operate a tenancy sustainment service

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



The third key priority is to invest in improving the quality of our homes and find creative ways to progress net zero and affordable warmth.

This is a priority because:

- Net Zero is a Scottish Government priority.
- Fuel costs are rising, and it is important that we play our role in tackling fuel poverty.

We own a complex range of housing stock, two thirds of our homes are pre-1919 tenements, improving energy efficiency in these blocks is a challenge. Furthermore, many of these tenements are in mixed tenure closes. This means we will need to pursue a radical exploration of how pre-war tenements can achieve net zero.

Our Actions

To **'find creative ways to improve housing quality, pursue new zero and deliver affordable warmth'** we will:

- Develop and deliver an integrated asset management strategy.
- Seek opportunities to pilot new fabric and heating technologies.
- Seek funding to extend energy advice project.
- Pursue funding to trial reconfiguring a tenement block.
- Maximise funding for investment in mixed tenure blocks.



The fourth priority is to deliver the best customer experience possible.

This is a priority because:

- This is based on what our customers have told us (see page 2).
- There have been changes to technology that could improve our services.
- Customer expectations have changed.
- There is a need for support with the cost of living.

And

Our tenants are better informed and more digitally engaged than ever before. We have insights into what customers want and how we can enhance our service to develop and deliver digital services that are easy to use and deliver the right results.

Our Actions

To **'transform customer experiences, improve value for money, and deliver responsive, inclusive support'** we will:

- Consider creating a customer services team.
- Improve customer insight to target support services.
- Develop our digital services.
- Carry out a service improvement and redesign process.
- Improve accountability and empowerment of frontline staff.



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



The final priority is to modernise and change how we work to improve efficiency, value for money and unlock the time and capacity of our staff.

This is a priority because:

- Covid-19 accelerated the pace of change in how social housing services are delivered.
- The time is right to pursue new ways of working to allow staff to spend more time on what matters.
- This is what our customers and staff told us when we consulted them.

This would:

Give staff time to invest in tenant interactions, and support tenants better, face to face.

Our Actions:

To 'reimagine how we work to improve efficiency' we will:

- Develop and implement the Digital and IT Strategy.
- Implement a new Housing Management System.
- Develop and implement an insight strategy and data management plan.
- Develop a Govanhill People Strategy including investment in learning and development.
- Identify opportunities for new ways of working across teams.

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