

# BUSINESS PLAN SUMMARY 2023 to 2026

YEAR 2 (2024/2025)



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## **MILNBANK HOUSING ASSOCIATION** **- OUR PURPOSE AND VALUES**

Milnbank Housing Association (MHA) is a community based housing association operating in the east end of Glasgow, working mainly in Dennistoun and Haghill.

Since we were formed in 1975, MHA's purpose has been to serve the community, with a strong ethos of community control and accountability. We serve the community in a host of ways:

- providing homes at affordable rents,
- being the largest property factor in our area, and
- providing or supporting many services, facilities and opportunities that benefit residents and the community.

This breadth of activity is a defining feature of MHA and it has been critical to MHA's success and high standing in the community.

The Association is a community anchor organisation with strong roots in the community. Throughout our history, MHA's Management Committee has been led by committed local residents, all of them volunteers with an in depth understanding of local housing and community issues, and all of them acting for the good of their community.

While MHA's business has grown, evolved and changed over the years, but our purpose and values remain a constant as we approach our 50<sup>th</sup> anniversary. These provide the foundation for the plans set out in our Business Plan 2023/26.



## **OUR MISSION STATEMENT**

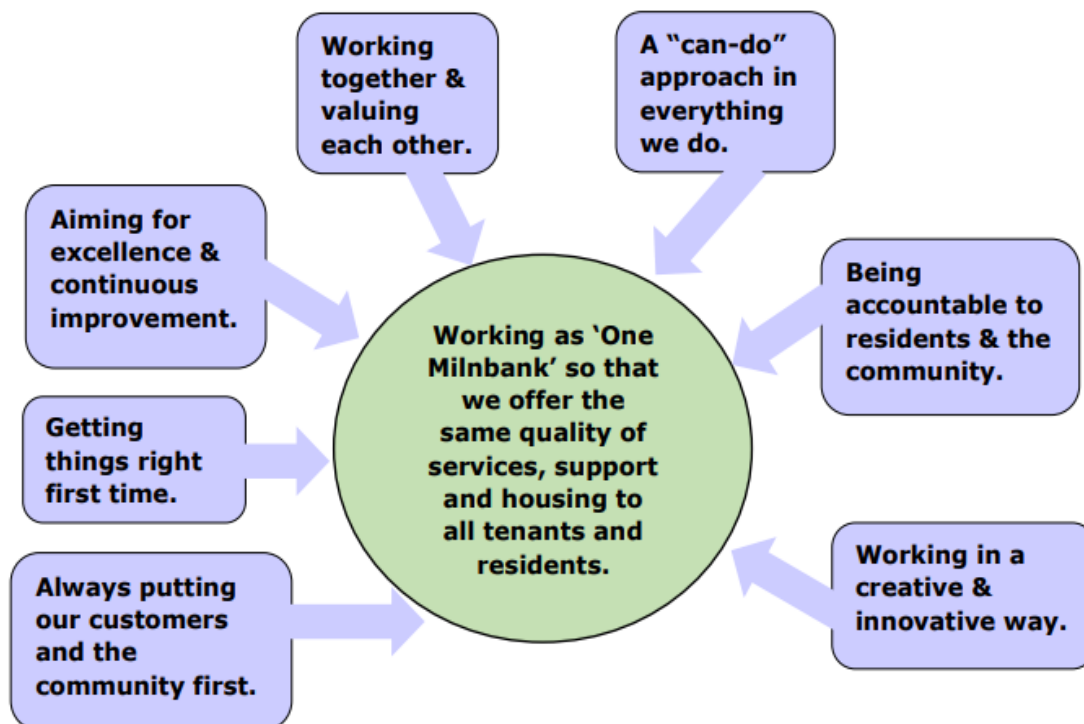
**MHA's Mission is to provide excellent homes and services in a thriving community.**

### **People living in the MHA community should:**

- *Have warm, safe, and affordable homes, and receive excellent services from MHA.*
- *Live in neighbourhoods that are clean and well cared for, with real community pride.*
- *Have access to opportunities and services that promote a good quality of life.*

## **OUR VALUES**

MHA's values guide how we work with residents and the community, with partner organisations, and with each other as committee members and colleagues.



## **INTRODUCTION TO OUR BUSINESS PLAN**

The Business Plan is the main way that the Association makes plans for our strategic direction for the future. It sets out:

- Our aims,
- What we will do to achieve these, and
- How we will pay for our plans.

The current Business Plan was adopted by the Management Committee in June 2023 and covers the period from June 2023 to May 2026. Year 2 of the plan, covering April 2024 to March 2023, was approved by the Management Committee in June 2024. Progress against the Plan will be subject to ongoing monitoring and review by the Management Committee. Feedback to MHA tenants and other residents will be provided through our newsletters, TV screen in the office reception area and our website [www.milnbank.org.uk](http://www.milnbank.org.uk)



## **OUR STRATEGIC OBJECTIVES 2023/26**

**STRATEGIC DIRECTION** - MHA's strategic direction for the three-year period involves:

***Consolidating, developing, and improving the performance of MHA's core business as a housing provider and property manager.***

***Safeguarding the resilience of our business through challenging economic times.***

***Sustainably addressing community support needs in Dennistoun and Haghill, by our own actions or in partnership with other service providers.***

***Pursuing new housebuilding opportunities at a relatively modest scale and where financially viable, to help regenerate our area and respond to housing need.***

**STRATEGIC OBJECTIVES** - The Management Committee has set the following strategic objectives for the Business Plan. Each objective is accompanied by a statement of the factors that would contribute to the successful achievement of the objectives.

<b>Strategic Objective</b>	<b>Success Factors</b>
<b>1) To do what matters most for tenants, other customers, and the community.</b>	<ul style="list-style-type: none"> <li>• Provide services that are affordable and good VFM.</li> <li>• Achieve high levels of resident engagement with MHA.</li> </ul>
<b>2) To provide housing and factoring services that our customers regard as being of a high standard, affordable, and good VFM.</b>	<ul style="list-style-type: none"> <li>• Provide tenants and owners with a joined-up service from all relevant teams across MHA.</li> <li>• MHA customers receive quality, high performing services.</li> <li>• Promote access to MHA's housing and tenancy sustainment.</li> <li>• Protect MHA's rental income</li> </ul>
<b>3) To manage our assets and resources well, maximising investment in our housing and providing new housing while managing rising costs</b>	<ul style="list-style-type: none"> <li>• Base our delivery on MHA's asset management strategy (AMS)</li> <li>• Meet all legal and duty of care duties for the safety of tenants and their homes.</li> <li>• Plan to invest £4.8 million in major repairs and renewals to tenants' homes in the period 2023/24 to 2025/26</li> </ul>



Strategic Objective	Success Factors
<b><i>and other delivery challenges.</i></b>	<ul style="list-style-type: none"> <li>• <i>Prioritise investment in pre-1919 tenements, seeking external funding to support this.</i></li> <li>• <i>Build more new homes in our area, obtaining external funding to do so.</i></li> </ul>
<b><i>4) To be a strong community anchor, supporting the community through MHA's own efforts and through partnerships with community organisations and other service providers.</i></b>	<ul style="list-style-type: none"> <li>• <i>Continued support for wider role activities, based on what is affordable and sustainable for MHA.</i></li> <li>• <i>Targeted involvement by MHA in funding and/or service delivery.</i></li> <li>• <i>Consolidate MHA's role as a community anchor for Dennistoun and Haghill.</i></li> </ul>
<b><i>5) To ensure that MHA is financially viable, well-governed, and has the capacity to achieve its objectives for the benefit of customers and the community.</i></b>	<ul style="list-style-type: none"> <li>• <i>Ensure that our Management Committee has the breadth of skills and experience needed and that its membership becomes more diverse.</i></li> <li>• <i>Make sure our self-assurance approach and the recording of results is robust.</i></li> <li>• <i>Ensure MHA's continued financial viability.</i></li> <li>• <i>Provide VFM across all of MHA's service and business areas.</i></li> <li>• <i>Be proactive in identifying and managing strategic risks.</i></li> <li>• <i>Maintain the confidence of our funders and regulators.</i></li> </ul>
<b><i>6) Enhance growth and development of MHA staff, while maximising the deployment of available technology as an integral part of our commitment to providing VFM and the highest standard of customer service.</i></b>	<ul style="list-style-type: none"> <li>• <i>Support our staff through excellent communications and access to learning and development opportunities</i></li> <li>• <i>Promote a performance culture across all MHA teams and encourage high levels of collaboration between teams</i></li> <li>• <i>Support more efficient working by maximising the potential of our ICT systems and software</i></li> </ul>

## **OUR BUSINESS PLAN PRIORITIES FOR 2023/26** **Year 2 (2024/25)**

The Association's Business Plan sets out actions for service delivery, community support, and safeguarding MHA's financial resilience. To support the Business Plan, the various functions within the Association (e.g., housing management, maintenance, finance etc.) have produced a Work Plan which outlines the operational priorities for each area of our business activities. The Work Plans are discussed monthly by the Leadership Team with the Key Performance Indicators achievements reported and monitored by the Management Committee.

The undernoted tables provide a summary of our key objectives. The Management Committee will monitor and review progress with regular updates being provided to tenants and other residents on a regular basis.

### **Customer Services – During 2024/25 we will:**

- Develop a **Customer Services Strategy**.
- Patch-based housing officers to undertake **annual tenancy visits**.
- Conduct **research into tenants' future needs**, expectations, & aspirations about homes and services.
- Promote use of the MHA **digital communication methods**.
- Assist tenants move from **HB to UC**, manage threats to MHA's rental income.

### **Asset Management– During 2024/25 the Association will:**

- Update our **Asset Management Strategy** to deliver business objectives, financial viability, compliance & safeguarding all stakeholders.
- Monitor and effectively manage the **performance of existing assets** to assess whether the current or future homes are fit for purpose.
- Develop an **appraisal model** to scrutinise the performance of MHA homes.

### **Community Support– During 2024/25 the Association will:**

- Provide & enable a range of **community support services**.
- Review the **affordability of existing wider role commitments** & agree future priorities.

### **Factoring– During 2024/25 the Association will:**

- Conduct an **options appraisal** to review the feasibility of expanding the factoring service.
- Develop **new digital platforms** to streamline factoring operations.

**Development– During 2024/25 the Association will:**

- Monitor **financial & risk appraisals**, including grant rates & funding, prior to agreeing to any new development.

**Governance and Organisational Management– During 2024/25 the Association will:**

- Maintain **compliance** with regulatory standards and guidance.
- Retain & attract local people to serve on the **MC & subsidiary Board**.
- Continue meetings to **promote MC membership**, community involvement.
- Finalise & monitor the changes made to **MHA Organisational Review**
- Evaluate **governance & staffing structure**.
- Implement the **Digital Transformation** Strategy.
- MC implement a **performance management** of strategic priorities to seek assurance of compliance and VFM.

**Value for Money (VFM) – During 2024/25 the Association will:**

- Monitor the MHA-wide **VFM Strategy** across the MHA business.
- **Tenant engagement** to understand their needs & priorities for VFM.
- Improved performance on **VFM indicators** where MHA's results are significantly poorer than our peer group.
- **Control running costs** & reduce non-essential expenditure, maximise resources available for investment in tenants' homes.
- Seek opportunities for efficiencies in **procurement**.
- Continue to implement the new MHA **rent structure**.
- Develop a **financial plan** covering costs & funding required investment in the housing stock. Include future rent increases, continue VFM.
- Test **rent affordability** against the MHA benchmark.