



# Milnbank

Housing Association



# Milnbank Housing Association Business Plan

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2026/29, Year 1

Approved April 2026

# 01) Introduction

**Our Business Plan is a key strategic document that sets out our vision, objectives and how we will deliver these. It provides a comprehensive overview of Milnbank Housing Association (MHA), the environment in which we operate, and articulates the strategic direction and ambition of MHA over the three-year period (2026-2029) of the Plan.**

This Plan reflects contributions from the Board and staff, as well as feedback from tenants and other service users, to ensure it meets local needs. Our goal is to develop a Business Plan that is owned by the Board and staff team, reflecting the needs and aspirations of our customers and key stakeholders.

In preparing the Plan, we have had regard to the Scottish Housing Regulator's Recommended Practice for Business Planning and the Regulatory Standards of Governance and Financial Management.

By establishing clear, widely understood aims, the Plan should integrate the work of Board and staff members, linking with all other plans and processes, to ensure a common direction and focus throughout the organisation. As well as setting out the Association's purpose, vision and values, this Plan sets out our Strategic Objectives for the Plan period.

The Summary Delivery Plan sets out the key activities for the coming year and, alongside an agreed suite of Key Performance Indicators (KPIs), provides a structured framework for detailed operational planning for 2026/27 and beyond. This approach will support effective

monitoring, reporting to the MHA Board, ensuring that progress against objectives can be clearly tracked and evidenced. A Business Planning Day for the Board and Leadership Team is scheduled for November 2026.

We recognise that Business Planning is a continuous process. The Plan will be refreshed annually and rolled forward every year. This will ensure we always have a current Business Plan which sets out:

- Our strategic ambitions for the three years ahead.
- The updated financial projections to establish and test our short, medium and long-term financial health and future viability.
- The Summary Delivery Plan.



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## 02) Our Journey So Far

**Milnbank Housing Association is a Registered Social Landlord regulated by the Scottish Housing Regulator and operates in line with the Regulatory Framework, including the Regulatory Standards of Governance and Financial Management, established under the Housing (Scotland) Act 2010.**

We were established in 1975 to improve housing conditions in the Dennistoun and Haghill areas of Glasgow, where many traditional tenement buildings were in a state of disrepair. Through the introduction of Housing Action Areas (HAAs), investment was brought into these communities, allowing run-down tenements to be repaired and modernised rather than demolished.

Formed as a Community-Based Housing Association, Milnbank has always involved local residents in guiding its work and priorities, playing an important role in improving housing and supporting the wider regeneration of the area.

Over time, MHA has expanded its activities and housing stock. In 2012, MHA took part in a stock transfer from the Glasgow Housing Association (GHA), which increased the number of homes managed by the Association.

MHA has also delivered several new-build housing developments across Dennistoun and Haghill, helping provide modern, energy-efficient homes for residents.

### **Milnbank Housing Association Today**

The Association operates within the Dennistoun and Haghill areas of the East End of Glasgow. As of April 2026, there were a total of 1673 homes in the ownership of the Association. In addition, we provide factoring services to a total of 1313 privately owned properties.

Our current loan portfolio comprises £18.57m. Over the period 2026/27 to 2029/30, the Association plans to invest approximately £6 million in its existing stock. This includes major repairs and planned maintenance (£4.4 million) and reactive and void repairs (£3.9 million). The Association continues to progress new build development, including the project at the former Haghill Primary School.

MHA employs 45 staff. The staff team is led by the Leadership Team, comprising the Chief Executive, Paul Martin; Depute CEO, Linda Sichi; Director of Finance, Jim Gourlay; Director of Asset Management, Mark Smith; and Director of Housing and Community Initiatives, Chris Chalk.

The Association is the parent organisation within a Group structure that includes one wholly owned subsidiary, Milnbank Property Services (MPS). MPS delivers property management services on behalf of the Association. A Service Level Agreement sets out the arrangements between the two organisations, with services delivered through MPS to protect the Association's charitable status.

MPS is a registered property factor under the Property Factors (Scotland) Act 2011 and is required to comply with the associated Code of Conduct. It has a turnover of around £979k. As a subsidiary, MPS gift aids its annual surplus to the Association, allowing tax relief to be claimed through the Gift Aid scheme, which provides a more tax-efficient approach for both organisations.



### 03) Our Operating Environment

This section of the Business Plan focuses on the wider operating environment within which MHA operates. It provides context for our strategic priorities and highlights the key external factors influencing our services, performance and future direction across the East End of Glasgow. To prepare this plan, we have given careful consideration to the wider environment in which we operate.

#### SWOT Analysis and Key Stakeholders

We work with a wide range of Stakeholders who are connected to and affected by our services. Our tenants and residents are always the main focus. We also work with factored owners, staff and local partners, as well as organisations like Glasgow City Council, the Department for Work and Pensions and the Scottish Housing Regulator. We keep in touch with tenants through surveys, events and day-to-day contact, annual tenancy visits making sure their views help shape what we do.

We are proud of our strong community-based approach and the close relationships we have built with local organisations and volunteers. This is reflected in the day-to-day work of our in-house Trades, Estates Team and community engagement staff; as well as the high level of local involvement in our membership, high AGM attendance, and the use of our community spaces in Dennistoun and Haghill. We use our Communications Strategy to identify and stay in regular contact with our stakeholders, including through annual tenancy visits, thus helping us understand their views and make sure our services reflect what matters most to the community.

Our understanding of the operating environment is informed by a detailed SWOT Analysis, which

highlighted key **Strengths** including our strong community presence, high levels of tenant satisfaction and a well-established reputation locally. MHA benefits from committed and experienced Board members, an improved staff structure and a track record of delivering good services and maintaining affordable rents.

**Weaknesses** - At the same time, the analysis identifies a number of internal challenges, particularly in relation to the ageing stock profile and the level of investment required to future-proof our tenements. There are also ongoing pressures around cost control, contractor performance and ensuring that tenant feedback is consistently acted upon and communicated effectively.

The analysis also identifies a range of opportunities and threats which will shape the Association's future direction. **Opportunities** exist to build on our digital transformation, explore new development and acquisition options, and further strengthen community engagement through initiatives such as the community hub.

Potential **Threats** include economic uncertainty, increasing regulatory requirements, financial pressures and workforce challenges. These factors have directly informed the strategic priorities set out within this Business Plan.

#### Geographic Position

The MHA area is situated in the East End of Glasgow, encompassing Dennistoun and Haghill. The boundary broadly follows Duke Street, extending Eastwards towards High Street and Alexandra Parade. The area is further defined by Alexandra Park Street to the north and is bounded to the south and west by the M8 motorway and Wishart Street, with additional housing stock located around Cathedral Square. (see map below)

Public transport provision is strong, with regular bus services operating along Duke Street, Alexandra Parade, and surrounding routes. In addition, Duke Street and Alexandra Parade railway stations are within walking distance for many residents, offering frequent services to Glasgow Queen Street and beyond.

Milnbank operates within an area experiencing some of the highest levels of deprivation in Scotland. Data from the Scottish Index of Multiple Deprivation (SIMD) identifies parts of Haghill as being within the most deprived 10% of areas nationally, with some data zones ranked amongst the most deprived in Scotland (Scottish Government, Scottish Index of Multiple Deprivation 2020). SIMD measures deprivation across a range of indicators, including income, employment, health, education, housing, crime and access to services.

This reflects the wider position across Glasgow, where many people live in some of the most deprived areas in Scotland, and low-income levels remain a common issue for households. As a result, a significant number of tenants are living on tight budgets and are more affected by changes in the wider economy.

#### MHA Association Boundary



The full SWOT analysis is available on our website [www.milnbank.org.uk](http://www.milnbank.org.uk)

### 03) Our Operating Environment


#### Our Tenants


It is important that we understand the circumstances and needs of our tenants. We need to further develop this and will do so over the period of this Plan. The key information about our tenants that we hold is as follows:

The following key figures provide a summary of the main trends within the Association's tenant

profile and highlight the areas most worth noting. The data highlights the increasing demand from smaller households, a shift towards younger tenants in new lets, a more diverse tenant base, and continued reliance on welfare support to meet housing costs. These trends will help inform future service delivery, allocations and support services.


#### Household Type


 Single-person households make up the largest group across both existing tenants and new lets.

 Demand from single-parent households is increasing, particularly for those with one or two children.

 Larger family households make up a relatively small proportion of new tenancies.


#### Age Profile

 New tenancies are increasingly being allocated to younger age groups, particularly 25–44.

 The existing tenant base includes a higher proportion of older residents (55+).

#### Ethnicity


 The majority of tenants remain White Scottish (79%).

 New tenancies show a more diverse range of ethnic backgrounds.

#### Economic Status / Rent Payment

 A significant proportion of tenants rely on Universal Credit or Housing Benefit.

 41% Reliance on Universal Credit is higher in new tenancies (41%).

 33% A smaller proportion of new tenants are paying rent without support (33%).



## 04) Progress Against Current Plan

Over the past year, MHA has continued making strong progress across key areas of the Association. We have significantly improved our financial position, improved services and governance, and are now moving into a period of significant investment in both existing homes and new development. This next phase will focus on delivering these priorities while continuing to improve performance, value for money and outcomes for our customers.

### £11.5m to fund development

MHA has recently signed off on a funding facility of **£11.5m to fund development** and, during 2025/26, **spent £1.3m** on existing stock; therefore, significant expenditure will be a feature of the coming years. Consequently, improving reporting to the Board to support good scrutiny is an important priority for the leadership team, which is planning to develop a balanced scorecard approach to support the adoption of new KPIs to track performance.

MHA has achieved high satisfaction levels, improved rent collection and arrears management and implemented a **'Customer First'** programme.

**Assets and Investment:** progressing safety repairs to tenemental stonework, prioritising those most urgent; significant capital investment in existing stock; developing and implementing a structured programme of stock condition surveys across all housing stock; progressing the new build development at the Haghill Primary School site. Also note progress with stonework repairs, with expenditure of £450k.

**Finance and Value for Money (VFM):** MHA has achieved balanced budgets as well as increasing reserves and securing significant private finance; costs have been reduced and are now well controlled.

An **extensive program of internal audit** has been implemented (and continues), together with established external audit work; the policy review schedule has been completed; SHR has been engaging with MHA and is satisfied that we are compliant.

Carried out an **extensive review** of wider role activities to rationalise our contribution and ensure VFM; **MHA continues to fund projects** and has been successful in securing grants, while other services (e.g. the nursery) have been sustained (and are thriving) without MHA funding.

Managed the challenge of improving services in the face of cost pressures and we are now in a **strong financial position** and are exercising effective financial control; governance is stronger and new housing is being developed, whilst increasing investment in tenants' homes.

## 05) Strategic Review

Our strategy provides an overarching framework and guides all our activities. It helps us articulate our ambitions clearly and consistently, steer an agreed course towards achieving these, maintain our pace and deliver the standards set by our Board. Our strategy comprises three core elements – Our Purpose, Mission and Values.

### Purpose

MHA's purpose is to serve our community with a strong ethos of community control and accountability. This purpose will be evident in everything we do, including the standard of tenants' homes and neighbourhoods, the quality of the customer services we provide, and the ways in which we support our community.

### Mission

Providing excellent homes and services in a thriving community. We will always strive to make sure that people living in Dennistoun and Haghill:

- 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.

### Values

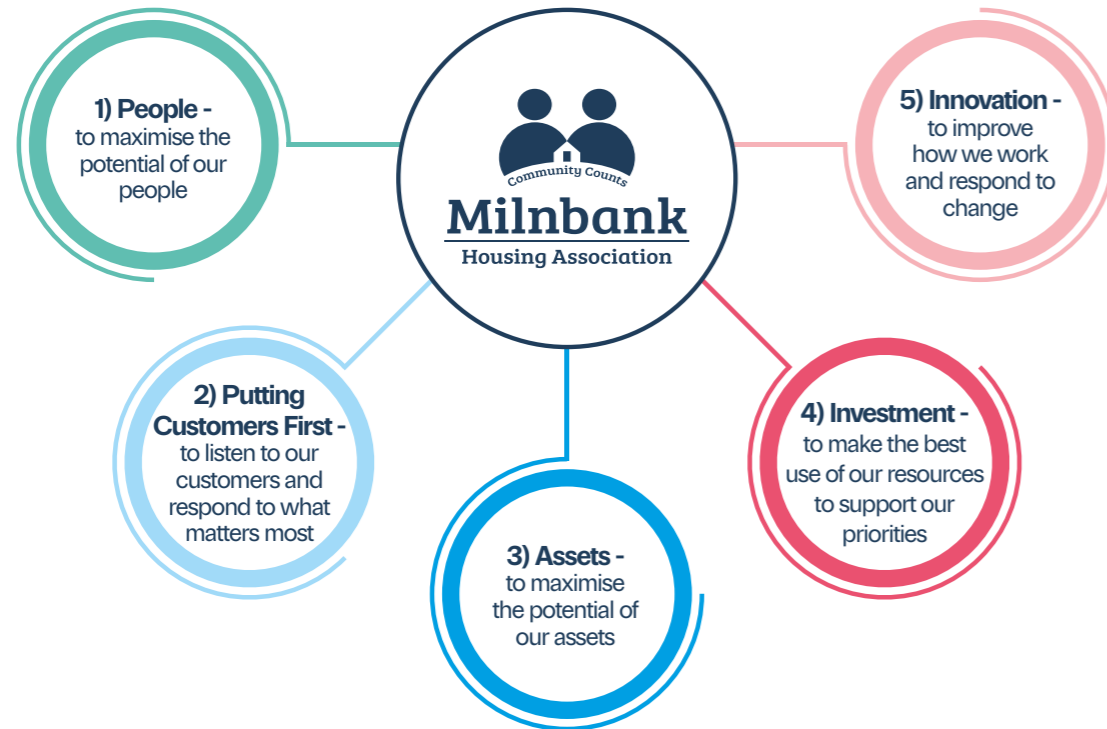
MHA's values guide how we work with customers and the community, with partner organisations, and with each other as Board Members and colleagues.



## 05) Strategic Review

### Strategic Objectives

This Business Plan is built around Five Strategic Objectives that are based on our vision and values. Each strategic objective is supported by more detailed strategic priorities on which we will focus our efforts throughout the duration of this plan. We have also set out our desired outcomes, where we have asked ourselves, “What will success look like?”



### 1) People - to maximise the potential of our people

#### Supporting Staff

We will continue to invest in our staff through our [People Strategy](#) and a structured programme of training and development, ensuring our staff have the skills and support needed to meet current and future demands. This will support a ‘One Milnbank’ ethos and help deliver high-quality services to our customers.

Work will progress towards achieving Platinum Investors in People accreditation by the end of the Business Plan period, helping improve how we support, develop and retain our staff, and ensuring we remain a good place to work.

The Continuous Improvement Culture action plan will be taken forward, using staff feedback to improve how we work. This will include developing actions to support wellbeing,

improve absence management and review flexible working. An annual staff and Board development day will also help strengthen partnership working and shared learning.

#### Our Board

We will maintain a strong and effective Board by taking a planned approach to recruitment, development and succession planning, ensuring the Board has the skills, knowledge and experience required to meet regulatory expectations and support delivery of our priorities.

The size and diversity of the Board will be increased by the end of the Business Plan period, to include one appointed member. We will also grow our membership base.

### 2) Putting Customers First - to listen to our customers and respond to what matters most

The [Customer First Strategy](#) will be taken forward and kept under review, with ongoing engagement used to understand tenants’ needs and shape decisions. The Tenant Satisfaction Survey will be used to target improvements, and clear Customer Service Standards will set out what tenants can expect.

We will work towards achieving Customer Excellence Accreditation by the end of Year 2 of the Business Plan period, demonstrating our commitment to improving services and putting customers at the centre of what we do.

Services will be delivered in partnership across MHA, with a focus on quality, affordability and value for money. Rents will remain in line with the SFHA benchmark, supported by our financial plan and continued rent harmonisation to ensure fairness. Support will continue for tenants moving to Universal Credit to protect both tenancies and income.

Tenant participation will remain a priority through the delivery of the Tenant Participation Strategy, the introduction of a Tenants Forum and a stronger focus on engaging with under-represented groups.

Tenancy support will be reviewed to reflect current pressures, including Section 5 Homeless Lets, alongside a continued programme of annual tenancy visits with a focus on those most in need of support.

Support for the wider community will continue through wider role activity, which will be kept under review by the Board to ensure value for money, with external funding also being sought. By the end of the Business Plan period, improvements to the community hall will provide more opportunities for increased tenant participation.

### 3) Assets: to maximise the potential of our assets

We will strive to improve living conditions and ensure our homes remain attractive, safe, compliant and fit for purpose through delivery of our [Asset Management Strategy](#). Investment decisions will be driven by improved stock condition data.

A long-term, risk-based approach will be taken to managing our assets, with a particular focus on stonework. A phased programme will be developed and implemented, targeting properties based on condition and risk, to reduce health and safety risks and protect our tenement stock. Progress will be monitored through regular reporting to the Board.

All homes will continue to meet statutory and safety requirements, with contractor performance and costs actively managed to demonstrate value for money. Our Repairs Standard will be reviewed to ensure it reflects customer expectations and supports consistent service delivery.

#### New Build

We will deliver new, high-quality homes at the former Haghill Primary School. High levels of tenant satisfaction will be achieved for new homes, and a post-completion review will be undertaken to inform future development activity.

## 05) Strategic Review

### 4) Investment - to make the best use of our resources to support our priorities

Through our [Asset Management Strategy](#), we will take a planned and sustainable approach to investing in our homes, ensuring they remain attractive, safe, compliant and fit for purpose, with tenant safety a key priority. Investment will be targeted based on robust stock condition data and a clear understanding of risk, particularly within our older tenement stock, and aligned to our Financial Plan to ensure long-term affordability and sustainability.

Our programme of major repairs and renewals will be delivered in a controlled and prioritised

way, with effective financial management to ensure value for money, whilst delivering high quality. We will maintain strong oversight of costs and ensure appropriate funding is in place to meet both current and future investment requirements, with performance regularly reported to the Board.

We will also improve the energy efficiency of our homes and offices, including securing external funding where possible, supporting affordability for tenants and ensuring we are well placed to meet future regulatory standards.

### 5) Innovation - to improve how we work and respond to change

We will keep our personal, face-to-face service while making better use of technology to improve how we work and connect with customers. Digital tools will make services easier to access, quicker to deliver and more responsive, while still supporting those who prefer traditional contact.

Our [Digital Transformation Strategy](#) will support both customers and staff to get the most from our systems. This will include increasing the use of the tenants' portal and social media to improve access to information and reduce delays. We will also explore new ways to communicate, including electronic noticeboards to keep residents informed about services, works and local activity.

Technology will also be used to improve how we work day to day, simplifying processes and reducing unnecessary administration. This includes streamlining checks for housing applicants and making procedures easier to use and update. We will ensure new technology, particularly within new build developments, is fully embedded and delivers clear benefits for tenants and the organisation. We will explore the use of AI, with the aim of improving the customer experience and saving resources.

## 06) Governance & Risk Management Governance

**We play a role in many lives, as a landlord, service provider, partner, employer, and an active community anchor organisation. The day-to-day running of our business is managed by our Staff Team, who work towards certain goals and objectives, including those laid out in this Business Plan.**

The main users of our services are our tenants who are encouraged to become share members of the Association. This provides them with the opportunity to join our Board of Management and attend our Annual General Meeting, where information is reported on the financial performance of the Association and decisions are made about Board composition. A voluntary Board governs the Association. The current Chair is Allan Scott, supported by May Hutchison (Secretary), Rose Tinney (Treasurer), and John O'Donnell (Vice Chair). Membership of the Association is open to local residents. The Rules provide for a Board of up to 15 members, the majority of whom must be Association members living within the area. The Board is supported by three sub-committees covering Audit & Risk, Governance, and Health & Safety.

As a registered social landlord and registered charity, our Board and Staff must ensure compliance with a range of legislation and regulatory standards. This ranges from housing, employment and health and safety legislation through to regulatory standards from the Scottish Housing Regulator, OSCR (Office of the Scottish Charity Register) and the Financial Conduct Authority.

### How We will monitor this plan

We will monitor delivery of the Business Plan through an integrated performance management framework based on a Balanced Scorecard approach, linking strategic objectives to key performance indicators, financial performance

and risk management. Each strategic priority will be supported by measurable outcomes to ensure progress can be clearly assessed.

Performance will be kept under review by the Leadership Team, focusing on delivery of key priorities, service performance, financial position and emerging risks.

The Board will receive regular performance reports structured using the Balanced Scorecard method, which will detail KPI performance, financial monitoring and include the Strategic Risk Register. This will include monthly and quarterly reviews.

A six-monthly review of the Business Plan will be undertaken in November. This will be externally validated to provide independent assurance.

The Audit and Risk Sub-Committee will provide additional assurance on the effectiveness of risk management and internal controls. The Business Plan will also be reviewed annually.

### Business Planning Cycle (Summary)

- Continuous monitoring of performance by the Leadership Team.
- Monthly reporting to the Board through the Balanced Scorecard.
- Six-monthly formal review of the Business Plan (November), including external validation and review of function workplans.
- Annual review of the Business Plan.



## 06) Governance & Risk Management Governance

### Risk Management

Risk management is a core component of the Business Plan and supports the Association in identifying and managing the key risks that may impact the delivery of our strategic objectives. While there is an element of risk in all of our activities, the current economic and regulatory environment presents a number of external challenges which require ongoing monitoring and mitigation.

The Association operates a well-established Risk Management System, supported by a Risk Management Strategy and a Strategic Risk Register. The Register is reviewed regularly by the Leadership Team, the Audit and Risk Sub-Committee, and the Board. This ensures that risks are actively managed and that appropriate controls and assurance are in place.

The table below highlights the Association’s highest ranked strategic risks at this time. These reflect

a combination of external pressures, including economic conditions and welfare reform, alongside key operational risks such as compliance, asset management and financial capacity.

We continue to monitor these closely and take mitigating action where possible. Other risks remain within our control and are managed through effective planning, performance monitoring and governance arrangements.

Discussions during the development of the Business Plan have indicated that the Board has a moderate and prudent appetite for risk, but it is not risk-averse.

Further details on the Association’s approach to risk management, including the full Strategic Risk Register and scoring methodology, are set out within our [Risk Management Strategy](#)



## 07) Asset Management

**Asset management is central to the delivery of MHA's business objectives and the long-term sustainability of the Association. As a housing provider managing 1,673 homes, the performance of our assets must be effectively monitored, maintained and improved to ensure they remain attractive, safe, compliant and fit for purpose, while also protecting our financial viability and meeting our obligations to lenders and stakeholders.**

The management of our pre-1919 tenement stock presents particular challenges, with stonework repairs placing increasing pressure on resources. This requires a focused approach to investment and prioritisation to manage risk and ensure tenant safety. Our Asset Management Strategy sets out how these challenges will be addressed through inspection, prioritisation and long-term planning.

Brown and Wallace surveyors carry out stock condition surveys on 20% of our stock on an annual basis to make sure that all assets are reviewed within a five-year period. As part of the survey programme, associated Life Cycle Costs are also provided to outline the financial requirements to maintain assets to an appropriate standard. The most recent round of surveys has confirmed that MHA stock is in a fair condition, while also highlighting the need for ongoing investment to maintain standards.

Over the period of the business plan, we will deliver a planned programme of investment in our existing stock, including major repairs, cyclical maintenance and component replacement (such as roofs, windows, kitchens, bathrooms and heating systems). We will also prioritise works required to meet statutory compliance obligations, including gas, electrical, fire, asbestos, damp, mould and water hygiene safety.

Our Investment Priorities are based on up-to-date stock condition data and local knowledge from our operational teams and the annual drone surveys that are carried out in our pre-1919 stock. We review this information annually and update our five-year investment programme to ensure works are properly prioritised, deliver value for money and remain affordable within our financial plan.

The Board receives regular reports on asset performance, compliance and investment delivery, including updates on high-risk areas such as our pre-1919 tenement stock and stonework programme. This provides assurance that risks are being actively managed, that resources are being targeted effectively and that the Association continues to meet its regulatory obligations.

To improve governance in this area, a Stonework Sub-Committee has been established to consider in more detail the programme of works required to manage stonework defects across the pre-1919 stock. This group provides an opportunity for a more focused approach and provides assurance on the prioritisation and delivery of works. The Board recognises that managing the risks associated with falling masonry remains a key health and safety priority for MHA.



# 08) Financial Management

**Milnbank Housing Association is fully committed to safeguarding its short, medium and long-term financial viability. The Association continues to operate in a challenging economic environment; however, through strong financial management, robust governance and a clear focus on value for money, we will ensure that we remain financially resilient while continuing to invest in our homes and services.**

## Financial Planning

In preparing this Business Plan, we have reviewed and updated our 5-year and 30-year financial projections to demonstrate:

- Compliance with Scottish Housing Regulator requirements (Standards 3 and 4)
- Affordability of our Business Plan commitments
- Ability to meet loan obligations and fund future investment
- Strong financial governance and effective risk management
- Resilience to manage financial shocks and economic uncertainty

The projections have been prepared using the Brixx financial model and independently reviewed, providing assurance on their robustness and accuracy.

## Financial Assumptions

Our projections are based on prudent and realistic assumptions reflecting both the current operating environment and anticipated future pressures.

### Key assumptions include:

- Inflation stabilising at 2% in the long term
- Interest rates assumed at c.3.75%, with exposure to variable rates through the Unity loan
- Rent increases of CPI +2% in the short term, reducing to CPI +1% longer term
- Stock levels of c.1,680 properties, increasing through the Haghill New Build Development
- Voids and bad debts increasing to around 1% to reflect economic pressures

- Significant ongoing investment in planned, cyclical and reactive maintenance
- Continued reliance on grant funding, particularly for development and energy efficiency

These assumptions reflect the increasing cost of maintaining ageing tenement stock, rising contractor costs, and the need to meet future energy efficiency and tenant safety requirements.

## Sensitivity Testing

To ensure the financial plan is robust, we undertake sensitivity testing to assess the impact of changes in key assumptions.

### Scenarios tested include:

- Increases in repair and maintenance costs
- Higher interest rates
- Reduced rent increases
- Increases in voids and arrears
- Pressures on development costs and grant funding

The results demonstrate that while MHA remains financially viable, combined adverse scenarios would reduce financial headroom and place pressure on cashflow.

We will continue to monitor performance on a quarterly basis and review assumptions regularly to ensure early intervention where required.

## Financial Viability

The projections demonstrate that Milnbank remains financially viable and sustainable over the life of the Business Plan.



Projection of new build development - Former Haghill School site

### The Association is expected to:

- Generate annual operating surpluses (e.g. c.£0.7m–£1.0m in early years)
- Maintain strong cash balances, with c.£8.0m in 2026/27, reducing to c.£5.0m in the medium term
- Maintain average cash balances of c.£5.4m over the next five years
- Comply with all loan covenants, including Unity Bank interest cover (110%) and gearing requirements
- Continue to invest in both existing stock and new build development

However, financial capacity will tighten over time due to increasing investment requirements, particularly in relation to:

- Stonework and major repairs
- Energy efficiency and net zero requirements
- The Haghill new build development
- Financial Health

The Association has established a set of financial “golden rules” to protect long-term viability, including maintaining a minimum cash balance of £2.0m and ensuring compliance with all lending requirements.

Overall, the Business Plan demonstrates that Milnbank is:

- Financially resilient and well governed
- Compliant with regulatory and lender expectations
- Able to meet its ongoing obligations
- Committed to balancing investment with affordability for tenants

We will continue to monitor our financial performance closely and review our assumptions regularly to ensure the Association remains financially strong in an increasingly challenging environment.

### Financial Health (Summary)

In conclusion, Milnbank has a sound and prudent financial plan in place. While there are clear financial pressures ahead, particularly in relation to investment in stock and development, the Association remains well-positioned to manage these challenges and maintain long-term financial stability.

# 09) Our Strategic Priorities – Summary Delivery Plan 2026/27

This Summary Delivery Plan sets out the main priorities and key actions for the year, with measures providing a high-level overview of progress against our strategic objectives. A more detailed set of KPIs will support the plan. Performance will be monitored through the Balanced Scorecard, with regular updates and a more detailed quarterly report to the Board covering performance, financial position and key risks, providing assurance that the Business Plan is being delivered.

### Target Timescales

Q1 (Quarter 1)	April-June 2026
Q2 (Quarter 2)	July-September 2026
Q3 (Quarter 3)	October-December 2026
Q4 (Quarter 4)	January-March 2027.

### Risk of non-achievement

- **Low** - (Lost opportunity to improve but without significant adverse implications if not delivered).
- **Medium** - (Significant service, performance, financial, strategic or governance implications).
- **High** - (Severe risk and potentially business critical).

## Strategic Priorities

### Key Objective 1 - People

Lead Officer Target Risk if not achieved

For our staff we continue to implement our People Strategy. We will do this by:

		Lead Officer	Target	Risk if not achieved
1a	Ensure that MHA is a great place to work and invest in our staff through continued training and support programmes to develop our people. There will be a 100% completion of annual appraisals.	CEO	Q1-4	●
1b	Promoting performance culture and encouraging collaboration across all MHA teams with at least 3 sessions held annually to discuss new ideas for improving collaboration.	CEO	Q1-4	●
1c	Increased staff satisfaction levels with a target of at least 85% satisfaction.	CEO	Q1-4	●
1d	Continue to invest in our people through attaining platinum level of our Investors in People accreditation assessment.	Deputy CEO	Q4	●
1e	Implement our Annual Staffing Report action plan following the annual staff appraisals.	Deputy CEO	Q4	●
1f	Plan and implement a staff/board Conference for the Spring of 2026 with feedback provided to the board.	CEO	Q1	●
1g	Implement our Continue Improving Culture action plan with quarterly reports provided to the Board.	Deputy CEO	Q1	●
1h	Review and decide in consultation with staff on flexible working arrangements, taking account to assess the implications for staff satisfaction, productivity and customer service.	Deputy CEO	Q2	●

### Key Objective 1 - People continued

Lead Officer Target Risk if not achieved

Have a stable Board with good retention. We will do this by:

1i	Recruit to increase the Board to a maximum of 14 elected members and 1 appointed member by the AGM in September 2026 with all positions filled by the September 2026 AGM.	CEO	Q2	●
1j	Increase the diversity of the Board.	CEO	Q4	●
1k	Aim to increase MHA's membership to reach 25% (750 members) in 2026/2027 through targeted initiatives.	Housing Director	Q4	●
1l	Aim for 20% of the membership attending the 2026 AGM.	G&C Manager	Q2	●
1m	Review formal induction procedures and Board Members Handbook.	G&C Manager	Q2	●
1n	Continued training and support programme to develop our board to retain and develop the range of skills, knowledge and experience.	Deputy CEO	Q1-4	●

### Key Objective 2 – Putting Customers First

Lead Officer Target Risk if not achieved

Implement, monitor and review our Customer First Strategy. We will do this by:

2a	On an on-going basis, consult with tenants to get feedback on their future needs, expectations, and aspirations, so these are at the heart of our future decision making.	Housing Director	Q1-4	●
2b	Analyse and report on the recent comprehensive Tenants Satisfaction Survey conducted by an independent consultant.	Housing Director	Q1	●
2c	Attain Customer Excellence Accreditation to demonstrate our commitment to focusing on delivering first-rate services.	Finance Director	Q3	●
2d	Agree the new Customer Service Standards as part of our communication strategy.	CEO	Q1	●
2e	Ensure that our rent charges are affordable and meet the SFHA benchmark.	Housing Director	Q4	●
2f	Implement and monitor MHA's financial plan, which includes projections, investments, and rent level increases.	Finance Director	Q1-4	●
2g	Implement Year 4 (of 7 years) rent harmonisation which seeks to make our rents fairer and more consistent.	Housing Director	Q4	●
2h	Continue to assist the remaining tenants who are changing from housing benefit to universal credit to manage any threats to MHA's rental income.	Housing Director	Q1-4	●

Key Objective 2 – Putting Customers First continued		Lead Officer	Target	Risk if not achieved
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**Tenant engagement will be given high priority to ensure that we sustain the ethos of our community-based housing association and promote membership throughout the community. We will do this by:**

2i	Implement and monitor our Tenant Participation Strategy.	Housing Director	Q4	●
2j	Establish a Tenant Forum to work with in seeking feedback on our range of services and report on progress to the Board.	Housing Director	Q1-4	●
2k	Increase diversity of tenants involved through encouraging participation from harder to reach groups (including younger tenants or those from minority groups).	Housing Director	Q1-4	●

**Review our approach to tenancy support and sustainment to ensure we can best meet needs within available resources. We will do this by:**

2l	Review our Tenancy Support Strategy, including the wider tenancy support provision (e.g. the increasing Section 5 lets), to ensure our service meets the needs of our tenants and the community.	Housing Director	Q1	●
2m	Continue with our annual tenancy visits. A particular focus will be on tenants we have not engaged with in the past 12 months, and tenants known to be vulnerable or to have tenancy management issues. The annual target is 100% visits with 25% achievement each quarter.	Housing Director	Q1 Q2 Q3 Q4	●

**Be a strong community through supporting wider role initiatives. We will do this by:**

2n	Continue to support wider role activities in line with our wider role framework.	Housing Director	Q1-4	●
2o	Refurbish the Ballindalloch Community Hall to create a community hub incorporating the current café.	Housing Director	Q3	●
2p	Continue to deliver an effective income maximisation and energy advice service.	Housing Director	Q1-4	●
2q	Analyse local take-up of the Food Pantry and evaluate scope for increased take-up.	Housing Director	Q2	●
2r	Review options for modern/graduate apprentice opportunities going forward.	Housing Director	Q1	●

Key Objective 3 – Assets		Lead Officer	Target	Risk if not achieved
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**Monitor and effectively manage the performance of existing assets through the Asset Management Strategy to ensure that the current homes are fit for purpose. We will do this by:**

3a	Have a clear understanding of our assets through updated and accurate stock condition surveys to maintain and invest in our housing stock.	Asset Director	Q3	●
3b	Monitor and efficiently manage the stonework repairs programme to minimise our health and safety risks.	Asset Director	Q1-4	●
3c	Subject to financial viability and funding, purchase properties through Glasgow City Council's private acquisitions programme.	Asset Director	Q1-4	●
3d	Dispose of unencumbered, higher value void stock on the open market, subject to any required consent.	Asset Director	Q1-4	●
3e	We will continue to meet all legal and duties of care for the safety of tenants and their homes.	Asset Director	Q1-4	●
3f	We will set and implement an MHA Repairs Standard.	Asset Director	Q1	●
3g	Monitor the effectiveness of the newly implemented contractor framework to ensure it delivers best value.	Asset Director	Q1-4	●

**Build new, good quality, affordable homes in our area. We will do this by:**

3h	Close monitoring of the development at the site of the former Haghill Primary School. This includes the Board's ongoing financial and risk scrutiny of each stage of the development to ensure MHA meets our borrowing requirements.	CEO	Q1-4	●
3i	Achieving strong tenant satisfaction levels from new build tenants.	CEO	Q4	●
3j	Upon completion of the development, identify lessons learned for improvement.	CEO	Q1	●

## Key Objective 4 – Investment

Lead Officer Target Risk if not achieved

Through our Asset Management Strategy, we will continue to invest in our stock to meet our tenants' needs and ensure value for money is achieved. We will do this by:

4a	Delivering our agreed 2026/27 programme of £1,655,000 investment in major repairs and renewals to existing homes.	Asset Director	Q1-4	●
4b	We will keep firm control over running costs and non-essential expenditure to maximise resources available to invest in tenants' homes.	Asset Director	Q1-4	●
4c	Ensure that we have the required finances in place to meet future investment needs with funding secured and financial capacity monitored.	Asset Director	Q1-4	●
4d	Explore options and potential funding sources for improving energy efficiency in our homes and offices.	Asset Director	Q1-4	●

## Key Objective 5 – Innovation

Lead Officer Target Risk if not achieved

Whilst retaining our personal service, we will improve our use of technology to increase the efficiency and customer focus of our services. We will do this by:

5a	Continue to develop the Digital Transformation Strategy for customers and to support staff to maximise the potential of our ICT systems and software. Improvements to service delivery will be reported to the Board.	CEO	Q1-4	●
5b	Actively direct our customers to digital communication (e.g. tenants' portal, MHA's social media platforms), with a report on uptake provided to the Board at least twice a year.	CEO	Q1-4	●
5c	Explore the implementation of electronic noticeboards in our stock to increase communication (e.g. provide details on grass cutting schedule, promote community events).	CEO	Q1-4	●
5d	Encourage staff to be innovative using digital transformation to improve workflows (e.g. verification checks for housing applicants, reviewing how we streamline procedure manuals).	CEO	Q1-4	●
5e	For the range of new technologies within the new build development to be successful in achieving its purpose.	CEO	Q4	●
5f	MHA will explore the use of AI, with the aim of improving customer experience/services and saving resources.	CEO	Q1-4	●

# 10) Supporting Documents and Strategies

To achieve the objectives outlined in this Business Plan, there are several key plans and strategies (and a policy schedule) that support the core Business Plan in delivering our business objectives. The supporting documents go into the detail of each area and examine the impact each will have on the business.

### 1) Customer First Strategy

This is about putting tenants and customers at the centre of everything MHA does. It means services are shaped by what matters most to tenants, with a focus on high satisfaction, quick responses, and getting things "right first time." The aim is to ensure services are accessible, responsive, and based on real customer feedback and priorities.

### 2) Tenant Participation Strategy

Tenant Participation is about involving tenants in decision-making. MHA actively seeks tenant views through surveys, consultations, and engagement activities, and uses this feedback to shape services and policies. The aim is to ensure tenants have a real influence on how services are delivered.

### 3) Tenancy Support Strategy

Tenancy Support focuses on helping tenants sustain their tenancies. This includes support with finances, benefits, and wider wellbeing. MHA provides services such as income maximisation and Community Engagement/tenancy sustainment services to help tenants manage their homes and avoid issues like arrears or tenancy breakdown.

### 4) Risk Management Strategy

Risk Management is how MHA identifies, assesses and controls risks that could affect the organisation. This includes financial risks, tenant safety, compliance, and operational risks. The strategy ensures risks are regularly monitored, reported to the Management Board, and managed in line with regulatory expectations so the Association can still achieve its objectives.

### 5) Procurement Strategy

Procurement is how MHA buys goods, services, and works. The aim is to ensure transparency, fairness, and value for money when spending public funds. It includes working with partners, achieving efficiencies, and ensuring contracts deliver quality outcomes for tenants.

### 6) Financial Plans

This plan is updated annually outlining the financial strength of the business and detailing how we will fund our Business Plan moving forward.

### 7) Value for Money (VFM) Strategy

Value for Money means making the best use of resources to deliver the best outcomes for tenants. It is not just about cutting costs—it's about balancing cost, quality, and performance. MHA measures this through tenant satisfaction, affordability of rents, efficient services, and benchmarking against other housing associations.

### 8) People Strategy

This relates to staff, Management Board members, and the wider community. It focuses on developing skills, supporting staff wellbeing, and ensuring the organisation has the right people and structure to deliver its objectives. It also includes training, leadership, and succession planning to maintain strong governance and performance.

### 9) Communications Strategy

This covers how MHA communicates with tenants, staff, and stakeholders. The focus is on clear, timely, and accessible communication—ensuring tenants understand services, decisions, and how money is spent. It also includes improving engagement through digital tools and regular updates.

### 10) Digital Transformation Strategy

This is about improving services through technology. MHA aims to use digital tools (like tenant portals and automation) to make services more efficient, reduce costs, and improve customer experience. It also supports staff to work smarter and improves communication with tenants.

### 11) Asset Management Strategy

The Asset Management Strategy will set out how the Association will manage, maintain and invest in its housing stock over the business plan period. It will be informed by stock condition data and a structured programme of survey.





# Milnbank

Housing Association

For more information, please contact  
Milnbank Housing Association,  
53 Ballindalloch Drive, Glasgow G31 3DQ  
T: 0141-551-8131 - [www.milnbank.org.uk](http://www.milnbank.org.uk)

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