Yorkhill housing association ltd

Strategic Business Plan

2026-2031

Yorkhill
housing association ltd

V	Visible in the community
I	Inclusive and fair
S	Safe and secure homes
I	Investing in our future
O	Open and accountable
N	Not-for-profit, for people

This VISION defines the Association's purpose.
Everything we do links to one or more of these aims.

Our strategic and operational plans stem from our core objectives, and although these may change from time to time, our VISION does not.

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About us

Key Facts about Yorkhill Housing Association

	(as of 31st March 2026)
Year YHA was established	1977
Legal form	Community Benefit Society (non-profit distributing) Registered Scottish Charity
Number of voluntary Management Committee (MC) members	13 MC members All are unpaid volunteers, with a mix of YHA tenants, factored owners, members who live outside Yorkhill, and sector professionals
Current number of shareholding members	67
Number of YHA properties for rent	472
Number of properties factored by YHA	490 (425 which are residential properties, the remainder being commercial)
Tenant satisfaction rate (% of tenants surveyed) YHA's overall service Rent represents good value for money YHA keeps tenants informed Opportunities to participate Repairs satisfaction Quality of home Factoring service	(External Survey 2025/26) 87.26% 91.98% 99.06% 98.58% 90.00% 87.26% 82.45%
Income from rents and service charges receivable in 2025/26	£2.3M
Management fees income for factoring services in 2025/26	£94.5k
Average 2 apartment weekly rent **Average weekly rent (inc. service charges)**	£94.06 per week £95.77 per week
Total private loan funding (current loan balances)	£905k
Debt per unit	£1,919
Loan/interest repayments for 2025/26	£22k (interest) £56.8k (capital)
Office-based staff (full time equivalent)	19
Budgeted spend for reactive, void and cyclical maintenance 2025/26	£460k
Budgeted spend on planned and major repairs 2025/26 (major repairs, non-capital)	£85k

The Association’s History

Yorkhill Housing Association Ltd is a small community-based organisation with charitable status operating in the West End of Glasgow. It owns 472 tenement flats and manages a further 490 units on behalf of other owners.

The Association has been led for almost five decades by a voluntary management committee elected by its shareholding members and made up of local residents and others who share a commitment to its objectives. Community ownership of our housing assets and the leadership provided by our management committee have served Yorkhill well. Sustaining these defining features over such a long period of time are among our proudest achievements and fundamental to our plans for the future.

YHA was first established in 1977 by a group of local residents who were anxious to improve poor housing standards in Yorkhill. This took place at a significant moment in the history of housing in Glasgow. Policy in the city since the 1950s led to the demolition of tenement housing in many of the city’s traditional neighbourhoods, often accompanied by the dispersal of residents to a new generation of council houses on the city’s outer edges.

Thanks to the efforts of residents in local neighbourhoods and the creation of an imaginative legal and financial framework for housing investment, many inner-city neighbourhoods avoided the bulldozers. New means were found to tackle sub-tolerable tenement housing, and the poor living conditions residents had to endure. YHA was one of a network of community-based housing associations set up across the city which acted as buyers, developers, and managers of tenement housing, with assets being owned by the community.

The job of tenement acquisitions and improvements in Yorkhill was completed in 1991. The Association’s focus since then has been on managing tenancies, keeping buildings in multiple ownership in good repair, and acting as manager for the neighbourhood.

With limited development opportunities, the Association has completed a small number of new build properties, including a retirement housing complex. In 2011 we were finally able to complete a stock transfer of 158 homes from Glasgow Housing Association (GHA) following a successful ballot of GHA tenants who voted to transfer their homes to YHA.

Our overall housing stock continues to have a majority of pre-1919 tenements, with 1, 2, and 3 apartment properties making up 96% of the total rented stock.

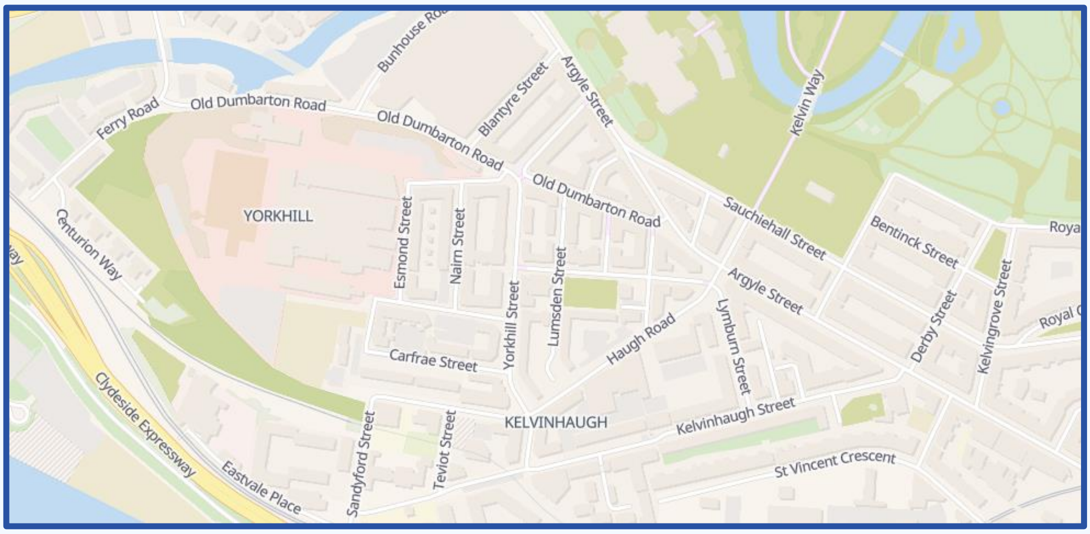
The Association's Area of Operation

As shown in the map below, YHA has a compact area of operation, stretching west between Argyle Street at Kelvinhaugh Street and Dumbarton Road at Bunhouse Road.

Moving south of the area of operation and towards the Clydeside Expressway, Yorkhill has seen a large amount of private sector development for owner occupation and student accommodation.

At the back of the area, the River Clyde provides a natural boundary.

Yorkhill Location Map



While primarily a residential area, Yorkhill has many independent shops, bars and restaurants. It is an important destination within Glasgow for visiting and working. It is home to the Kelvingrove Art Gallery and Museum and the National Library at Kelvin Hall (formerly Glasgow's Transport Museum). The West Glasgow Ambulatory Care Hospital is one of the largest NHS sites in the city and a major employer.

Against this backcloth, YHA has succeeded in making Yorkhill a vibrant place with popular housing that is well-maintained and in high demand. As well as our landlord role, the high quality of our factoring service has been key to the sustainable regeneration of Yorkhill. Maintaining the quality of the service, its cost-effectiveness and its local accountability have been central to YHA's approach, dovetailing with our role as a property owner and landlord.

While we take pride in what we have achieved, there is always more to be done to deliver the best possible results for our tenants and the wider community. This Business Plan sets out how we intend to address this.

Yorkhill's VISION

V	Visible in the community
I	Inclusive and fair
S	Safe and secure homes
I	Investing in our future
O	Open and accountable
N	Not-for-profit, for people

Yorkhill's VISION brings together our purpose, values and strategic priorities into a single, clear framework for how we operate and what we aim to achieve. It sets out both the principles that guide our decisions and the actions we will take to deliver for our tenants and community.

Everything we do links to one or more elements of this VISION, which underpins our strategic and operational plans.

- **Visible in the community:** We will be a visible and active presence in the Yorkhill neighbourhood, engaging with tenants and responding to local needs. We will build strong relationships within our community, ensuring we are approachable, accessible and informed by the views of the people we serve.
- **Inclusive and fair:** We will treat everyone with respect, promoting equality and ensuring fair access to our services.
- **Safe and secure homes:** We will provide high-quality homes that are safe, well-maintained and meet the needs of our tenants. We will place a strong focus on tenant safety, while continuing to invest in improvements that support energy efficiency and future sustainability.
- **Investing in our future:** We will plan ahead and invest in our homes and services to ensure long-term sustainability. This includes investing in the improvement and quality of our homes, as well as in our people by being a supportive and responsible employer, embracing modern and efficient ways of working, and maintaining strong financial management to secure the future of the organisation.
- **Open and accountable:** We will be transparent in our decisions, listen to feedback, and take responsibility for our actions. We will communicate clearly with our tenants and stakeholders, and ensure that we are open to challenge, learning and continuous improvement.
- **Not-for-profit, for people:** We will reinvest our resources to benefit our tenants and community, putting people at the heart of everything we do. We will ensure our decisions are guided by the needs of our tenants, delivering value for money while maintaining our social purpose.

V Visible in the community

A Space for Community

We currently operate, but do not own, the Community Centre on Overnewton Street, providing a valuable space for local activities and services. Through our strong relationships with contractors, we have benefited from significant Community Benefit support, with partners contributing substantial works at no cost to help bring the building up to a more usable and welcoming standard. We have also benefited from the continued support and engagement of local residents and community groups, whose use of the facility helps demonstrate its value to the wider community.

As a result, the centre is now a more attractive venue for local groups, and usage has begun to increase. However, we recognise that there is still significant potential to make better use of the space.

We are exploring funding opportunities to create a Community Development Officer role, focused on increasing the use of the centre by building partnerships with local organisations and service providers. This could include activities such as fitness classes, music tuition and other community-based initiatives.

The role will also support the long-term sustainability of the centre by identifying additional funding opportunities to support both the continued development of the centre and the sustainability of the post.

In addition, we will explore opportunities for the role to provide practical support to local residents, such as money, welfare and energy advice, helping to strengthen our wider contribution to the community.

While the centre is currently supported through YHA resources, we will continue to review its long-term sustainability. Our aim is to increase usage and secure external funding; however, we will ensure that our approach remains financially responsible and aligned with our wider strategic priorities.

I	Inclusive and fair

Promoting Fairness and Inclusion

We are committed to ensuring that our services are fair, inclusive and accessible to all. This includes delivering our Allocations Policy in a transparent and consistent way, ensuring that housing is allocated based on need and that decisions are made fairly and without bias.

We will continue to promote equality and diversity in all aspects of our work, treating everyone with dignity and respect. As part of this, all policy reviews will incorporate an Equalities Impact Assessment, helping us to identify and address any unintended barriers and ensure our policies remain fair and inclusive.

We recognise that our customers have different needs and preferences, and we will provide a range of ways to access our services, including digital options as well as more traditional methods. This will help ensure that no one is excluded from accessing support.

We will also seek to better understand our community through improved data and engagement, allowing us to identify and respond to inequalities and ensure our services are designed to meet the needs of all our tenants.

Supporting Tenants Day-to-Day

We take a proactive approach to supporting our tenants through our Tenancy Services Assistant role. Every tenant is contacted regularly to identify any support needs at an early stage, helping to prevent issues from escalating.

The role provides practical and flexible support, including signposting to specialist services and partner organisations, as well as assisting with everyday needs such as sourcing essential household items. This approach helps ensure tenants feel supported, connected and able to sustain their tenancies.

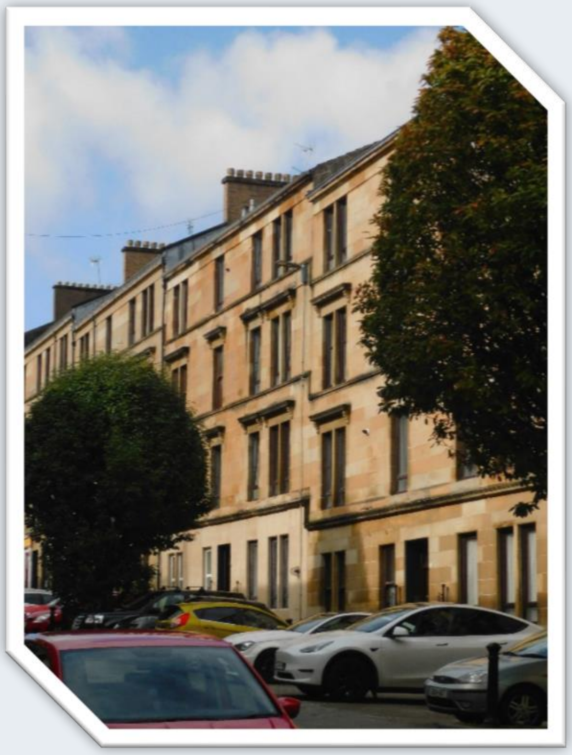
We will further develop this approach in line with the principles of Ask & Act, using our regular contact with tenants to identify early signs of housing insecurity or risk of homelessness. This will allow us to take preventative action at the earliest opportunity, working with partners to provide timely support and reduce the risk of crisis situations developing.

S — Safe and secure homes

Affordable, Safe, and Sustainable Homes

We recognise the ongoing cost of living pressures facing our tenants and the wider community, particularly in an area where income levels remain relatively low. We will take a proactive approach to supporting tenants, helping to reduce household costs and improve financial resilience.

We will continue to improve the energy efficiency of our homes, supporting lower energy costs while preparing for future regulatory requirements. This includes exploring innovative solutions, such as the introduction of a combined air source heat pump and solar panel system within our retirement complex, aimed at reducing energy costs for some of our most vulnerable tenants. Alongside this, we will explore funding opportunities and partnerships to maximise investment in our housing stock, ensuring improvements remain affordable and deliver real benefits to tenants.



We will ensure robust assurance processes are in place, with clear reporting to the Management Committee to provide confidence that all tenant safety obligations are being met. We will take a proactive approach to issues such as damp and mould, ensuring early identification, effective treatment and clear communication with tenants.

Supporting tenants' financial wellbeing will remain a key priority. Through our Welfare Rights service and partnership working, we have already generated significant financial gains for tenants, including over £450,000 in additional income, and we will continue to build on this by providing access to advice, support and services that help maximise income and sustain tenancies.

We are also committed to keeping rents affordable while maintaining and improving service quality. This includes enhancing neighbourhood services, such as the introduction of an Estate Caretaker service, to respond to changes in external provision and ensure our communities remain clean, safe and well managed.

Modernising Yorkhill Housing Association

We are transforming how we work to become a more modern, efficient and customer-focused organisation. This includes investing in digital systems such as SharePoint and Microsoft Teams, upgrading our telephony systems, and introducing new tools to improve communication and service delivery.

Alongside this, we are strengthening our organisational identity through a refreshed website, customer portal, and Customer Experience Policy, ensuring a consistent and professional approach to how we engage with tenants. We will continue to review and improve our governance, systems and ways of working so that we remain responsive, efficient and fit for the future.

We are exploring the use of artificial intelligence to support our systems, streamline workflows and assist staff in delivering services more efficiently. This will be implemented in a careful and responsible way, ensuring appropriate oversight and maintaining high standards of data protection and fairness.

We are already making use of automation within our housing management systems to reduce administrative tasks, such as processing invoices, and will continue to explore opportunities to use technology to support decision-making processes, including the initial assessment of housing applications.

Road to 500

Over the next five years, we will grow Yorkhill Housing Association to 500 homes, strengthening our role as a community-based housing provider. We will achieve this through a combination of targeted acquisitions and the redevelopment of existing spaces, supported by a balanced approach to private finance and borrowing. This growth will be dependent on securing appropriate funding, including support from Glasgow City Council and the successful arrangement of private finance.

Our growth will be carefully managed to ensure it is sustainable, aligns with local housing need, and maintains the high standards of service our tenants expect. By increasing our housing stock, we will enhance our long-term financial resilience and create more opportunities to meet housing need within the Yorkhill community.

O Open and accountable

Strengthening Governance and Transparency

We have strengthened our governance arrangements following an independent Governance Review in 2024, with all recommendations now fully implemented. This has included a review of our governance structure and improvements to how performance is reported and scrutinised.

We have streamlined our approach by removing the Services Sub-Committee and introducing enhanced reporting directly to the full Management Committee. This includes clearer, more accessible dashboard-style reporting and the use of benchmarking to support informed decision-making and effective oversight.

These changes directly respond to the recommendations of the Governance Review and have improved the quality and clarity of information available to the Management Committee. Members now have a stronger insight into organisational performance, enabling a more strategic focus on key priorities, risks and outcomes, rather than operational detail.

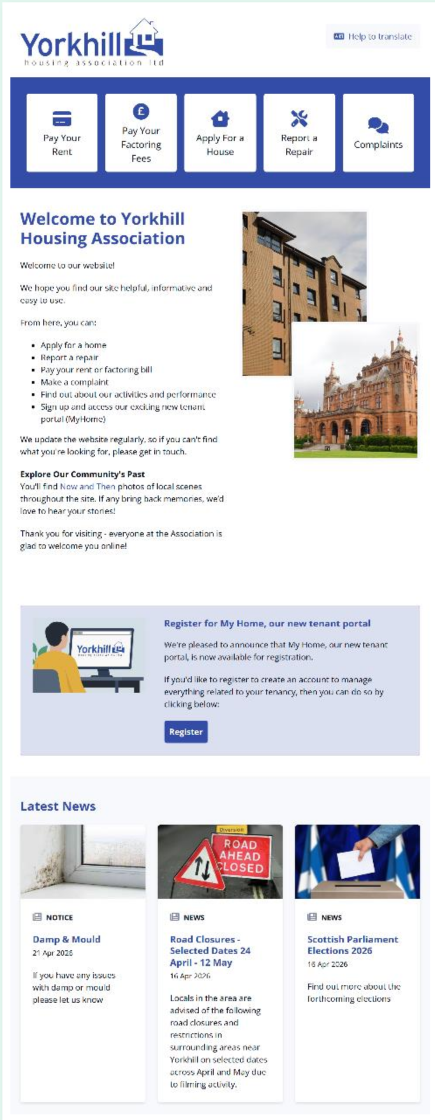
Digital Access and Communication

We have improved how tenants and customers access our services through the introduction of a modern, accessible website and customer portal. This allows tenants, owners and applicants to securely access their accounts, view real-time information and engage with our services at a time that suits them.

In 2025, we moved away from printed quarterly newsletters and instead introduced regular digital updates through our website. This includes weekly news covering both Association activity and wider sector developments, helping to keep tenants informed and improving transparency.

We will also use our website as a key platform for accountability, publishing performance information including our Annual Return on the Charter (ARC) outcomes and Annual Report. This will ensure tenants and stakeholders have clear, accessible information on how we are performing and how we are delivering against our commitments.

By strengthening our digital offer, we are making it easier for customers to access services, while also improving communication and ensuring information is timely, relevant and widely available.



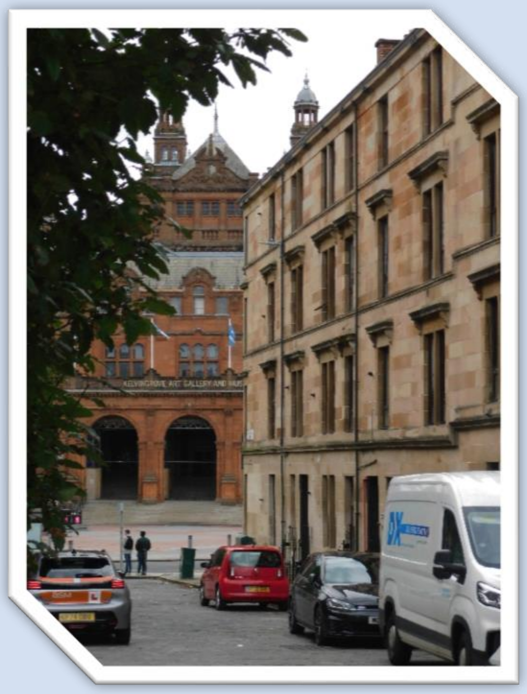
N Not-for-profit, for people

Performance and People

In April 2026, we introduced a one-year pilot of a four-day working week, reflecting our commitment to being a modern and progressive employer. While this approach supports staff wellbeing and productivity, we are clear that it must not impact the quality of our services. As part of the pilot our office is open to the public for 32 hours per week – changing from 22.5 hours per week.

We will closely monitor performance and customer satisfaction throughout the pilot. As part of this, we have already undertaken an external satisfaction survey in line with ARC requirements, and will commission a further independent survey, with results due by December 2026. This will allow us to assess the impact of the pilot and inform a decision on its future.

We remain committed to maintaining high standards of service delivery and ensuring that any changes to our ways of working continue to meet the needs and expectations of our tenants.



Independence and Local Focus

As a community-based housing association, we remain committed to local control and accountability. Our decisions are made with a clear focus on the needs of the Yorkhill community, ensuring that our resources are directed where they will have the greatest impact.

This local focus allows us to respond quickly, understand our tenants' needs and maintain a strong connection with the community we serve. We also recognise the important contribution our tenants make to the Association and the wider community. Their feedback, participation and day-to-day engagement with our services help shape our decisions and support continuous improvement. We will continue to value and acknowledge this contribution, ensuring tenants have meaningful opportunities to influence our work and that their involvement is recognised as an important part of Yorkhill's success.

We will continue to maximise Community Benefit through our work, including developing strong partnerships with contractors and other organisations. This has already enabled us to deliver improvements and services that would not otherwise have been possible, and we will build on this approach to support our community further. By working collaboratively, we can extend the impact of our resources and deliver additional value for our tenants and the wider Yorkhill community.

We are committed to delivering value for money across all areas of our work, ensuring that our resources are used effectively and responsibly. This includes careful financial planning, efficient service delivery and ongoing review of how we allocate our resources. We will continue to seek opportunities to maximise the impact of our spending, ensuring that our tenants receive high-quality services at an affordable cost.

Strategic analysis

The SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) reflects discussions by the Management Committee, Senior Management Team, and wider staff team at YHA's annual strategy event in May 2026. This has informed work on both the Business Plan and individual section plans.

SWOT Analysis

STRENGTHS	WEAKNESSES
• 100% focus on Yorkhill neighbourhood, consistent with our purpose as a community-based housing association • Financially secure. Low levels of loans to stock value. Capacity to borrow to support investment and provide headroom for risk • Affordable rents, comparing favourably with local and national rent levels – leaves options open for future decisions on development etc. • Protecting and sustaining Yorkhill's pre-1919 tenements for more than 40 years, with in-depth knowledge of the stock and a track record of securing the co-operation of flat and commercial owners throughout the area • Satisfaction levels from tenants and owners are very high across welfare rights, the estate caretaker service, and factoring • There is a strong culture of being willing and able to adapt and be innovative, demonstrated through initiatives such as a four-day week pilot and service modernisation • A strong and ambitious staff team is present, and staff/committee relations are stronger than before • Our small size means we often know our tenants well • Improving our 'offer' to potential committee members has seen some success • Estate caretaker posts established to reduce reliance on contractors and build resilience to effect of Council cuts to services	• Nature of housing stock increases risks (e.g. retrofitting pre-1919 tenements in next 5-10 years, potential for common repairs such as stonework repairs) • Profile of our stock (walk-up tenements, smaller house sizes) limits the needs we are able to meet • Business Plan is sensitive to reductions in income (e.g. arrears, rent increases, voids and bad debts) and increasing costs over which we may have limited control • Management and operating costs – lack of economies of scale • Low incomes among owners may affect more substantial works needed, especially if no GCC grants are available • Lack of viable development opportunities • The board could be more diverse in terms of age, ethnicity, and gender • While funding has been accessed this often comes with onerous application processes or project requirements which can be restrictive for our size

OPPORTUNITIES	THREATS
• Possibility to open up the Welfare Rights Service to factored owners and temporary furnished flat residents • Funding opportunities have been accessed recently and more could be secured • Develop the Overnewton Centre as a significant community asset • Possibility to utilise the skills and resources of tenants, owners, and other residents to assist with community development • Seek opportunities to achieve greater value for our resources; within YHA and by seeking opportunities for partnership working with like-minded housing associations • The Road to 500 brings the possibility of acquiring properties through the funded acquisition process • Improve the attractiveness of the Association as an employer – wheelchair friendly, parking, break-out areas, fruit provision etc • New Estate Caretaking service has improved the local area – this could be expanded to selling services or increasing numbers • Embrace new technology – AI and modern IT systems can improve services. Our new website brings options for resident communication • Possibility to assist tenants to reduce digital isolation • Continue to streamline and simplify policies through the review cycle	• Changes in Department for Work and Pension (DWP) processes could impact rent collection (Universal Credit migration) • Council Tax reform could see increased financial impact • Succession planning challenges for staff and committee members • Staff retention – including staff parking which is expensive and impacts the Association's attractiveness as an employer • Staff costs are high – requirements to operate are disproportionately impactful on smaller organisations • Glasgow City Council reducing services has a financial impact on the Association • Tenant safety – controls are in place but stonework and damp/mould are 'hot topics' • Potential loss of key contractors • Increasingly complex and stringent rules (via regulation or legislation) makes joining the committee less attractive • YHA experiences governance failures followed by regulatory attention or intervention • The practicalities of de-carbonising older tenement housing, exacerbated by current Scottish Government policy, the absence of any funding commitments, the technical challenges involved, and the complexities of working in mixed ownership buildings • Impact of the wider economy on the community and by extension YHA (e.g. rising cost of living, increasing poverty, inequalities, unemployment)

PESTLE Analysis

YHA's business is strongly influenced by external factors. This has never been truer than at the present time, when the Association must navigate a wide range of risks and uncertainties caused mainly by economic factors beyond our control.

This section sets out our analysis of this wider operating environment. The analysis takes the form of a **PESTLE analysis** which addresses *Political, Economic, Social, Technological, Legal and Environmental* factors.

The aim of the summary is to highlight as concisely as possible factors that will potentially have a significant bearing on YHA's future operating environment and strategy.

Political	• A new government following May 2026 elections • Housing is now a Cabinet position • Housing Emergency declared in 2024 • Regulator deems YHA as compliant • Rent levels under political pressure	• EESSH2 replaced with Social Housing Net Zero Standard (SHNZS) however unclear of exact situation • New Housing (Scotland) Act 2025 • SNP continuing independence drive (potential 'Indyref 2.0') • Increased scrutiny on RSL performance and management
Economic	• Impact on cost of living due to wars in Ukraine and Iran, particularly impactful on the UK and smaller businesses • Changes to energy cost calculations • GCC reducing expenditure on non-statutory services • Increasing contractor costs	• The UK economy is struggling to recover post-COVID and due to wider economic issues • Funding cycles are short-term with no guarantees beyond current year • Future interest rates unclear (especially relevant for Road to 500)
Sociological	• Cost of living pressures affecting significant portion of population • Ageing population • Increasing support needs (medical & adaptations)	• Shift towards digital vs digital exclusion • Demand for housing well in excess of supply • Ageing workforce and succession planning challenges.
Technological	• Increased use of Artificial Intelligence being embedded within customer and organisation norms. • New website, customer portal, and switch to SharePoint • Cyber-crime risk is high	• Switch to up-to-date processes and cloud-based data storage • Vulnerability testing (pen-testing) ongoing • Compliance with PCI requirements ongoing
Legal	• Housing (Scotland) Act 2025 passed but still not fully embedded • Tenant safety scrutiny is increasing • Changes to employment law (Employment Rights Act 2025)	• Factoring legislation is changing with potentially significant impacts • Procurement requirements becoming more complex
Environmental	• Major repairs programme is having a positive impact on energy efficiency and fuel poverty • Unclear targets for net zero. SHNZS is not finalised yet	• National and local government ambitions towards net zero by 2030, however funding not yet established • Cost vs compliance challenges • Stonework concerns with aging buildings

Strategic Risk Assessment

Introduction

YHA's Risk Management Policy describes how we identify, manage, monitor and report on risks. The Policy addresses:

- Strategic risks (those that are most critical to the achievement of YHA's purpose and objectives), and
- Operational risks that relate to specific service or business areas and are documented in a series of risk registers.
- The arrangements we have in place for monitoring of identified risk controls.

The Business Plan is informed by these strands of work.

Strategic Risk Register

YHA maintains a strategic risk register and a series of additional risk registers across all parts of our business.

At the time of preparing the Business Plan we identified **eight strategic risks** as being YHA's top risks. They can be defined as the risks that would have the greatest impact on the Association's ability to achieve our purpose and objectives.

Strategic risks can be highly changeable in their potential impact, and their duration is often exceedingly difficult to predict. For these reasons, the risks identified in the Business Plan will be carefully monitored.

Risk Scoring Method

YHA uses a scoring method to analyse and prioritise each of our identified strategic risks. We do this using the descriptors in the following risk map graphic, for both likelihood and impact.

- A **raw risk score** is calculated on the assumption that **no action is taken to mitigate the risk**. The selected scores for impact and likelihood are multiplied together to arrive at the raw risk score.
- The same method is applied to calculate a **net risk score.** In this case the scoring for impact and likelihood that will **be the risk that remains after YHA's existing control measures have been applied**.

Risk Map Scoring

#	Risk description	Likelihood	Impact	Risk Score
1	Substantial cost increases across the business in response to inflation, fiscal, economic, and political pressures	5	5	25
2	Difficulties in maintaining a strong and diverse management committee *(due to increasing onerous requirements and unattractive offer)*	4	5	20
3	Other owners are unable or unwilling to co-operate in having essential fabric repair works carried out	4	4	16
4	Legislative or regulatory changes could impact on our ability to charge our own rents or recover payments *(i.e. DWP changes or rent caps)*	3	5	15
5	Failure to comply with legal obligations (housing stock) *Including: wind/watertight, gas safety, electrical installations, asbestos, water hygiene/legionella, Health & Safety at work, procurement law, damp/mould*	3	5	15
6	Inability to meet government requirements for decarbonisation of housing stock	3	4	12
7	Loss of organisational knowledge and specialist skills due to staff retirement, turnover, recruitment challenges and inadequate succession planning.	3	4	12
8	Ineffective financial planning both short and long term, at a time of economic turbulence and uncertainty	2	4	8

Impact						
	5			2	1	1
	4		1	2	1	
	3					
	2					
	1					
		1	2	3	4	5
x	Likelihood					

Managing and Monitoring Strategic Risks

Scoring is a useful technique for assessing risks, but careful monitoring and thinking about the causes and tools for managing risks are also needed.

The same principle applies to managing risks. The Register is useful in pointing to high-level responses, but we will also need to consider the detailed circumstances of risk events that occur, to help shape an effective response.

The causes of the various risks identified in the Register vary. Some risks are internal in nature, some are external, and others are a combination of these things. This question of control and influence has a direct impact on the responses available to YHA but in all cases we will monitor identified risks carefully and take steps to mitigate them wherever this is possible.

Risk Appetite

The Management Committee's priority in this Business Plan is building upon the foundations and improving the performance of our core business and maintaining and improving the quality and energy efficiency of our tenants' homes. We will be doing so at a time of economic turbulence and external uncertainty.

The Association is a place-based organisation, with no plans to seek growth beyond Yorkhill, unless a viable opportunity should arise. It has a **moderate and prudent appetite for risk**, which is appropriate to the operating environment we will be working in.

We will explore the part we could play as a community anchor organisation in Yorkhill; however we recognise that the financial and people resources available to us for undertaking such work are finite. Moreover, our expertise lies in housing and property management rather than more specialist community development/support services.

We will seek partnerships with others, who have the capacity and expertise to deliver services that address community needs, to supplement the direct contribution we make ourselves through income maximisation, tenancy support and other additional services associated with our role as a landlord. This approach will help to keep any risks within acceptable levels while maximising the impact that can be achieved.

Like all social landlords, we are acutely aware at present of the external financial pressures on our business. We will examine opportunities to develop partnerships with other Registered Social Landlords (RSLs) in areas such as procurement that could deliver mutual benefits. In doing so, we will carefully examine any risks this might bring for the Association.

External Assurance

We will continue to make sure that the Management Committee continues to receive appropriate professional advice.

Our risk management approach includes the work of our external auditors, and we have a regular programme of internal audit and the self-assurance work we do in preparation for submitting the Annual Assurance Statement to SHR.

Our internal auditors are **wbg** who were reappointed in 2025 and 2026. Recent audits completed include the Association's processes for rent setting, complaints handling and maintenance.

Audit subjects in 2026 include our processes for the Annual Return on the Charter (ARC), our factoring service, and treasury management.

The results of these internal audits are fed back to the full Management Committee, and any recommendations are welcomed, and implemented as necessary.

Conclusions

This Chapter has described the many external and local factors that could affect YHA's future strategy and operations. Many of these factors involve significant uncertainties.

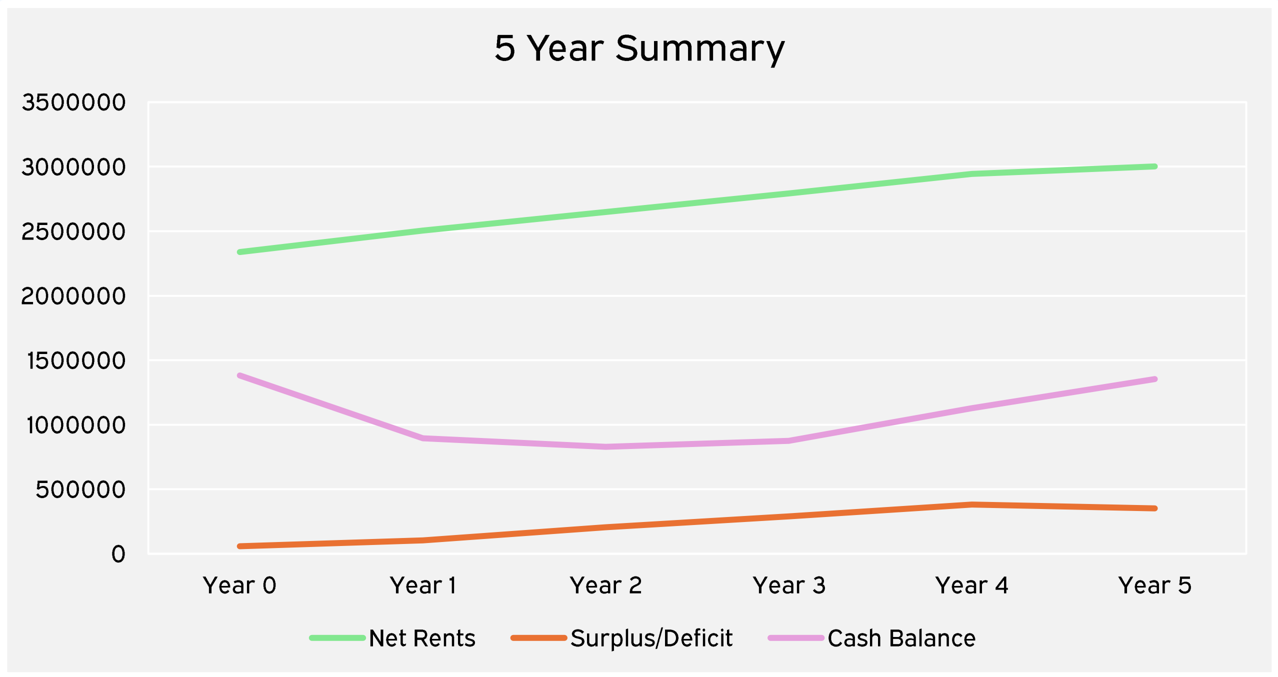
Issues such as the performance of the economy, new legislation and the wars in Ukraine and Iran affect us directly but are clearly outside our control. In such circumstances, we must continuously monitor and assess potential impact, applying appropriate risk mitigations where we can.

Funding the Vision

Five-Year Financial Planning (FYFP)

Delivering the ambitions set out in this Business Plan will require careful financial planning and strong financial management. Yorkhill Housing Association remains financially stable, with low levels of existing borrowing and a strong track record of managing its resources responsibly.

Our financial plans support continued investment in our homes and services, while maintaining affordability for tenants and ensuring the long-term sustainability of the organisation. The Association's strong financial position also provides capacity to support strategic priorities such as the 'Road to 500' growth programme and ongoing investment in our existing housing stock.



Financial Performance Outlook

Although inflation (CPI) was 3.6%, the rent increase for year one was 6.6%. It is assumed that CPI will decrease to 2.0% from year two but rent increases from years 2-4 will be 3% above CPI, before returning to CPI in the final year of the plan.

A rent equalisation exercise was completed in 2025; consultation will begin in late 2026 so additional income has been included from 2027-28.

Operating costs will fluctuate over the five years in line with changes in staff costs, overheads and maintenance works. All costs relating to the Estate Caretaker service are included.

Interest payments will fluctuate over the five years as loans continue to be repaid and the fixed rate period for the existing loan will end.

A net surplus of £58,000 is reported for 25/26, there will be a net surplus each year increasing to £351,000 in year five. The net surplus excludes any movement resulting from changes in the value of the pension fund.

Financial Position and Reserves

The net costs of housing assets will fluctuate over the five years as the cost of new components is offset by ongoing depreciation charges. The net cost of housing assets at the end of the five years will be £10.3M. Costs include acquisition properties at Thornbank Street and CPO property in 25/26.

The net cost of other fixed assets at the end of year five will be £315,000.

The level of net rent arrears (after the bad debt provision) will fluctuate each year and will be approximately £23,000 in year five.

Cash balances will fluctuate over the five years based on the current assumptions. The balance at the end of year five will be £1.35M.

Short-term creditors, including loans due within one year, will increase slightly over the period and will be £1.13M at year five.

Loans due after one year will decrease each year as the loans are repaid. The balance at year five will be £538,000.

The value of deferred income due will increase as result of acquired properties, further amounts are released into reserves for the duration of the plan. The balance at year five will be £6.2M.

The pension liability is estimated to be £304,000 at March 2026; the deficit repayment plan will return in 2026/27. The cost for year 1 will be £48,000 and a total of £203,000 will be paid within 4 years.

Reserves increase over the five years. The balance of reserves at year five will be £4.1M.

Indicator	Year 1 £'000	Year 2 £'000	Year 3 £'000	Year 4 £'000	Year 5 £'000
Annual Turnover	2,965.1	3,114.0	3,260.8	3,414.8	3,476.4
Cash Balance	894.0	829.0	876.0	1,127.8	1,353.7
Loans Outstanding	836.1	764.8	691.5	616.1	538.4
Debt repayment	(117.8)	(121.1)	(124.6)	(128.2)	(77.7)
Reserves	3,003.3	3,191.2	3,460.5	3,820.5	4,171.9
Annual Surplus/Deficit	104.9	205.7	288.9	381.4	351.5

Statement of Cash Flows

Cash flow statements show that the Association will continue to generate cash from its operating activities and will continue to invest in properties.

A new loan for £300,000 was included in Year 0. The capital and interest loan will be repaid over 25 years. No further loan finance has been added to the five-year plan.

Cash balances will fluctuate over the period, but the Association will have sufficient cash to meet all expenditure requirements over the five years based on the current assumptions.

Additional Information

There are no new housing developments included in the return. The Association will seek additional sources of finance to fund further acquisitions as part of the ‘Road to 500 Strategy’.

Other additional information details the assumptions used in the return, all of which are included in the current long-term forecasts. This confirms assumptions on; annual inflation, rent increases, operating cost increases (including salaries), average cost of borrowing, staff costs, pension contribution rates, total maintenance costs and EESSH expenditure.

The projections include costs associated with decarbonisation works at 46 Overnewton Court with associated grant funding of £495,000.

Overall, the financial projections demonstrate that the Association remains financially resilient throughout the life of this Business Plan. Cash balances and reserves remain strong, borrowing levels reduce over time, and resources remain available to support investment in homes, services and future growth. This provides a stable financial platform for the delivery of Yorkhill’s VISION.

Management Committee Membership

At 31st March 2026 the Management Committee has 13 members

YHA's Office Bearers (the Chair, Vice-Chair, Secretary and Treasurer) are elected annually by the Committee in October.

The Committee Members at 31st March are:

Office Bearers	
Chair	Yvonne Alexis
Vice-Chair	Mic Ralph
Secretary	Billy Docherty
Treasurer	Malcolm Green
Committee Members	
Colin Armstrong	Thomas Ramsay
Jocelyn Fleming	Rachel Toner
Mark Hughes	James Wilson
Christy Mearns	Jennifer Xu
Angus Millar	

Our committee members bring a strong blend of skills, experience and local insight to their roles, as well as a strong commitment to the Association's objectives and local control and accountability.

Organisational and Management Structure

Our work is based on the following functions, each with a small team or section

- Governance and Compliance
- Housing Services
- Finance, Admin and IT
- Property Services
- Factoring Services

The Management Committee delegates responsibility for YHA's day to day running to the Chief Executive with the support of the Senior Management Team (SMT). The SMT members are as follows:

- **Chief Executive Officer** – Tony Mallaghan
  - **Deputy Chief Executive** – Grant Kennedy
  - **Finance and IT Manager** – Gary Watson
  - **Property Services Manager** – Robert Calvert
  - **Housing & Factoring Manager** – Jacqueline Stirling

Maintaining Performance

YHA's performance is good compared with local benchmarks, and in comparison, with the Scottish Average. This is also reflected in most areas of tenant satisfaction. Figures provided below are from the Association's 2025/26 Annual Return on the Charter (ARC) and compared with our previous performance and the 2024/25 Scottish average which is the latest available.

Satisfaction

- **Overall Service:** 87.26% said they were satisfied with the overall service YHA provided, compared to last year's figure of 91.7%, and the Scottish average of 86.9%.
- **Keeping Tenants Informed:** 99.06% felt that YHA was good at keeping them informed about its services and outcomes compared to last year's figure of 87.5%, and the Scottish average of 90.00%.
- **Opportunities to Participate:** 98.58% of tenants were satisfied with the opportunities to participate in YHA's decision making, compared to last year's figure of 87.5%, and the Scottish average of 86.3%.
- **Repair and Maintenance Satisfaction:** 90.00% of tenants who had repairs or maintenance carried out were satisfied with the service YHA provided, compared to last year's figure of 97%, and the Scottish average of 86.8%.
- **Factoring Satisfaction:** 82.45% said they were satisfied with our factoring service, compared to last year's figure of 90%, and the Scottish average of 57.86%.

A Tenant Engagement Strategy was approved in 2019 and renewed (and renamed a *Customer* Engagement Strategy) in 2022. This ensured customer engagement and participation had a stronger position in our strategic and operational planning. Focus groups were held on our Allocations Policy, our Factoring service, and on our customer engagement.

In 2025 we decided to cease production of physical quarterly newsletters in favour of utilising our new website's news function. Our website contains a customer portal where tenants, owners, and housing applicants can log in to the site and see live data on their accounts and applications. With our new and modern website, we felt that traffic is naturally driven to access these services, and as such utilising regular, weekly, updates of news was a good way of sharing relevant information.

Additionally, SMS and email communication can be utilised in cases of important information or emergency situations.

Repairs

- **Emergency Repairs:** The average time YHA took to complete emergency repairs was 2.17 hours, compared to last year's figure of 1.6 hours, and the Scottish average of 3.9 hours.
- **Non-Emergency Repairs:** The average time YHA took to complete non-emergency repairs was 2.08 days, compared to last year's figure of 2.2 days, and the Scottish average of 9.1 days.

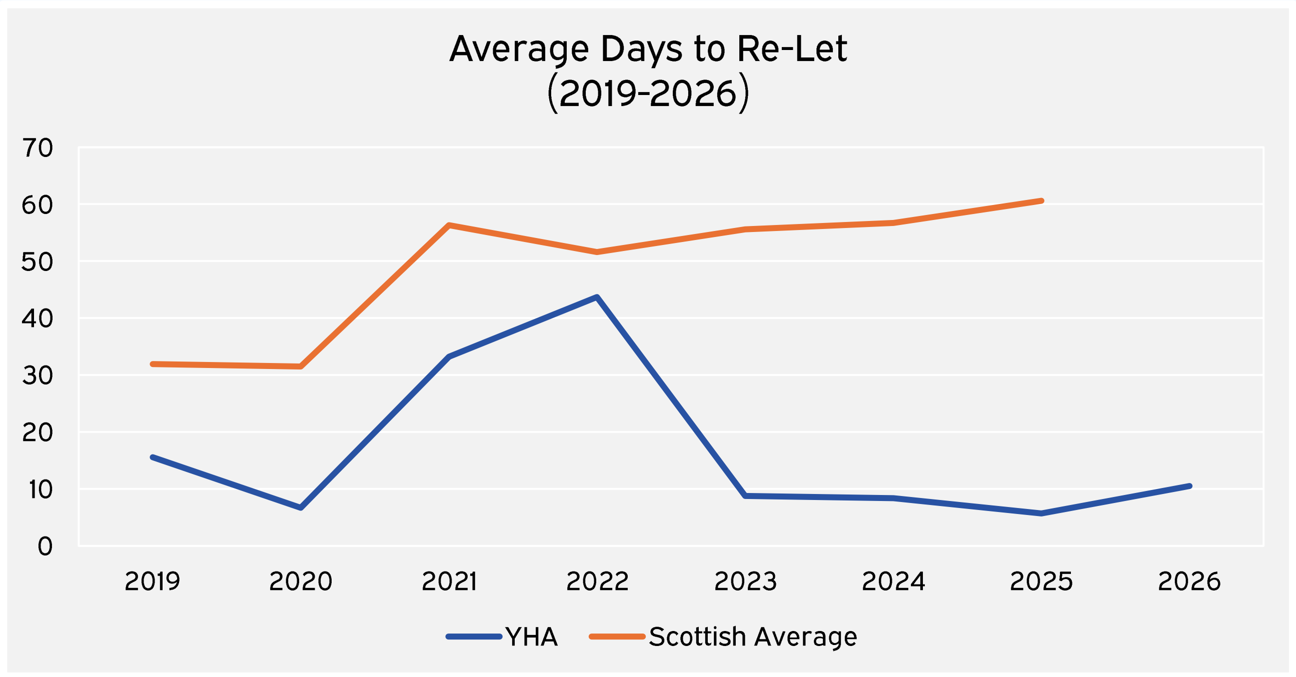
We are consistently better than the Scottish Average in our repair performance, and the speed of the repairs completion is reflected in the satisfaction levels detailed above.

Void Management

- **Re-let homes:** It took an average of 10.52 days to re-let homes, compared to last year's figure of 5.7 days, and the Scottish average of 60.6 days.

The graph below shows our performance since April 2019, until the most recent Annual Return on the Charter performance data in April 2024. Our performance in this indicator is generally substantially better than the Scottish Average, and usually very low.

The spike in 2021 and 2022 is due to the COVID-19 pandemic, where legal restrictions had a massive impact across the sector in dealing with void homes. Once these restrictions were lifted (and YHA reduced its own restrictions) the performance in this indicator has quickly returned to a normal level.

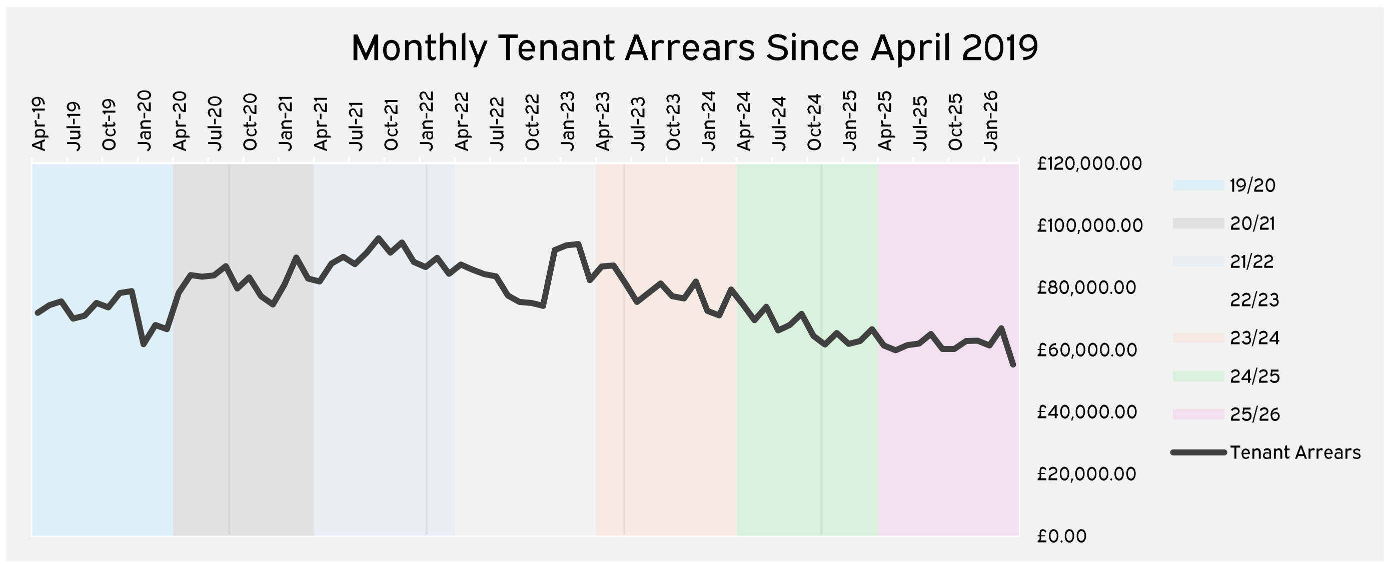


Rent Collection

- **Total Rent Collected:** The amount of money YHA collected for current and past rent was equal to 99.35% of the total rent it was due in the year, compared to last year's figure of 100.4%, and the Scottish average of 100.2%.
- **Gross arrears:** The gross arrears as a percentage of the rent due was 3.59% compared with last year's figure of 4.56%, and the Scottish average of 6.17%.

Current tenant arrears are currently excellent, following a difficult couple of years due to external factors. The graph below shows these arrears since April 2019. Following the usual drop in arrears after Christmas 2019 arrears rose quickly due to the impacts of COVID-19 as our customers got to grips with lockdown, furlough, redundancies, new benefit claims (sometimes for the first time), and a vastly uncertain time in general. This hit a peak in Summer 2021 and since then arrears have largely reduced.

In December 2022 we implemented a new IT system. Teething problems with this implementation included some technical problems around the calculation of technical arrears, in addition to the usual increase in arrears around the festive period. As a result, arrears jumped significantly at this time. The teething problems were shortly resolved, and the arrears have been reducing consistently ever since, hitting a 7-year record low in March 2026.



Foundations for the Future

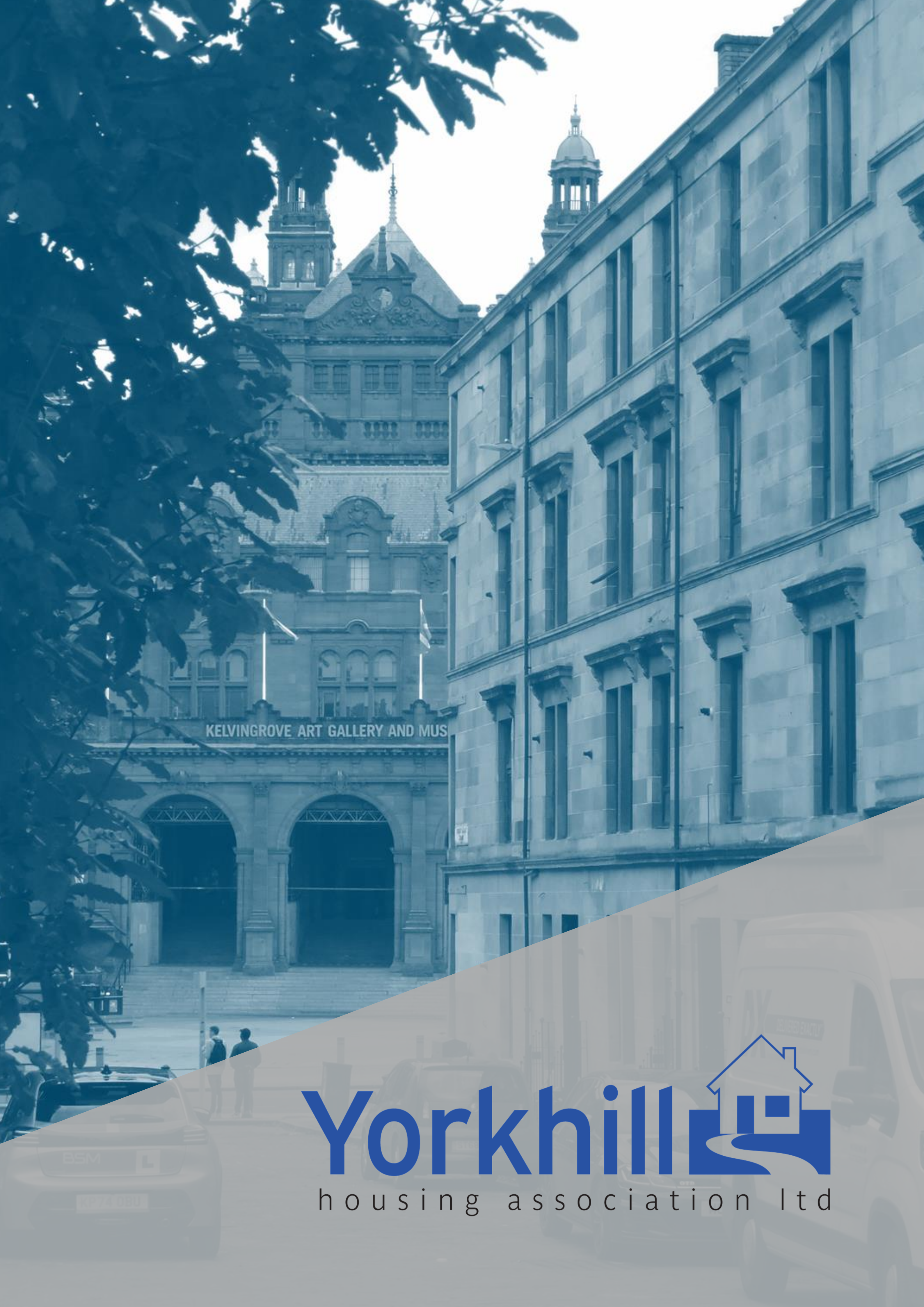
Overall, the Association's performance as of 31 March 2026 provides a strong foundation for the delivery of this Business Plan. High levels of customer satisfaction, strong operational performance and sound financial management demonstrate that Yorkhill Housing Association is well placed to build on its existing strengths.

As we move forward, maintaining and improving performance will remain central to achieving our VISION. Whether through providing safe and secure homes, remaining visible in the community, investing in our future or being open and accountable, strong performance will underpin everything we do. We will continue to monitor outcomes closely, respond to changing needs and strive for continuous improvement throughout the life of this Plan.

What does success look like?

The five-year period of this Business Plan has many aims, ambitions and targets. Success will be measured not only by performance, but by how effectively we deliver each element of Yorkhill's VISION.

V	Visible in the community	• We are recognised as an active and approachable presence in Yorkhill • Tenants feel listened to and involved in shaping services • The Overnewton Centre is delivering wider community benefit
I	Inclusive and fair	• Services are accessible, fair and responsive to different needs • Policies are regularly reviewed, complete with Equalities Impact Assessments • Tenants receive early support to help sustain their tenancy
S	Safe and secure homes	• Homes remain safe, compliant and well maintained • Tenant safety receives strong organisational oversight • Investment improves energy efficiency and affordability
I	Investing in our future	• We achieve progress towards 500 homes through sustainable growth • Our finances remain strong and resilient • Staff, systems and homes continue to benefit from investment
O	Open and accountable	• Customers can easily access services and information online • Performance information is clearly published and accessible • Decisions are transparent and informed by feedback
N	Not-for-profit, for people	• Resources are reinvested into homes, services and community benefit • Rents remain affordable and represent value for money • People remain at the heart of every decision we make



Yorkhill
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