

Our Business Plan for 2023-2028 sets out our 4 main objectives for the next five years. It describes our priorities and proposed actions for this period, identifying targets to be met and the resources required for its implementation. Our vision and mission statements set the scene for the long-term future of our communities. They are fundamental in underlining and increasing an understanding of our ambitions in the development of this Business Plan.

OUR VISION :

Where communities thrive.

OUR MISSION:

Our aim is to provide good quality affordable housing and an excellent service. We will encourage resident participation and work with other agencies to regenerate our community.



Governance and Financial Viability

To ensure strategic leadership and direction we will continue to review our governance requirements. We will manage our finance to sustain the business to allow for the continued delivery of services.

- ▲ Meet all statutory and regulatory requirements, including the Scottish Housing Regulator's Regulatory Framework and Assurance Statement.
- ▲ Review financial risk and reporting, taking account of the impact of the current economic and social pressures, ensuring that the Association's business is resilient.
- ▲ Review all policies and procedures in line with timetable.
- ▲ Implement recommendations following Service improvement group and internal audit reports
- ▲ Consult on and implement a new rent structure by March 2025.
- ▲ Recruit additional tenant members to the Association's Board and Service Improvement Group.
- ▲ Meet requirements in relation to Equalities and Human Rights.
- ▲ Ensure that the Association has a robust IT Security framework in place.
- ▲ Develop a Data Strategy by March 2024 to ensure that we have good quality and reliable data to help decision making and report operational outputs.
- ▲ Develop a Value for Money Strategy, considering efficiencies, by March 2024.
- ▲ Consider producing an Environmental, Social and Governance Framework and Strategy.



Assessment Management and Development

Through a robust programme of reactive, void, cyclical and planned repairs, we aim to maintain and improve existing properties. We will build high standard new homes to meet the needs and aspirations of our customers.

- ▲ Review and update our Asset Management Strategy by September 2023, and review the funding requirements required to meet the Strategy.
- ▲ Invest in our properties to ensure that they all meet the SHQS and EESSH standards. We will Develop proposals to meet the EESSH2 standard by 2032.
- ▲ Reduce the Association's void turnaround times and overall void numbers.
- ▲ Undertake measures to address environmental quality issues, including improving estate cleanliness, to ensure that all of our estates are places where residents want to live long-term
- ▲ By March 2024, we will devise a plan to reduce the Association's carbon footprint.
- ▲ Research what types of homes our tenants and new applicants want and any requirements for specialist housing. We will endeavour to provide these through our development programme.
- ▲ Explore partnerships with other housing associations and developers that may lead to additional development opportunities.
- ▲ Work with public funders (including Glasgow City Council and the Scottish Government) and private lenders to secure funding for new house building.
- ▲ Maximise community benefits from contracts procured by the Association.



Customer Service and Community Regeneration

Through analysis and evaluation of customer feedback we will provide excellent customer service. by building on existing partnerships and working with new partners we will create opportunities to enhance services in our community.

- ▲ Review and update our Tenant Participation Strategy and Activities Plan and monitor on a quarterly basis.
- ▲ Ensure that our services meet the needs and aspirations of our residents. We will carry out a consultation exercise and thereafter develop a strategy of our core and community regeneration services.
- ▲ Develop our Digital Transformation Strategy, embracing new ways of service delivery going forward.
- ▲ Deliver our Communications Strategy Action Plan to ensure effective communication in all areas of our work.
- ▲ Ensure the successful delivery of our Community Regeneration projects and continue to investigate all relevant funding opportunities.
- ▲ Set locally based, stringent targets to maintain and improve current performance for all customer-related and/or ARC requirements and report on these to our tenants in October 2023.
- ▲ Maintain the Customer Service Excellence Standard by April 2023.
- ▲ Learn from Complaints received and use this learning to improve our service.
- ▲ Support our tenants, focusing on tackling loneliness, isolation and tenant wellbeing.
- ▲ Work to mitigate fuel poverty and help tenants to maximise their income by assisting with welfare benefits claims and advice on reducing electricity and gas costs.
- ▲ Set up a Working Group to assess the feasibility of a Community Hub (incorporating an office) by March 2024.
- ▲ Develop a Strategy for improving the local environment and encourage community participation.



Our People

By empowering, developing and engaging our staff and Board, we will deliver an excellent service to our customers and be a great place to work.

- ▲ Deliver effective internal communications to inform and inspire our employees to deliver our vision and champion our objectives.
- ▲ Listen to feedback from our employees and work with them to improve the customer and employee experience.
- ▲ Focus on learning and development and evaluate the outcomes.
- ▲ Ensure that relevant Board training and induction is implemented.
- ▲ Develop and implement a Wellbeing Strategy.
- ▲ Develop our hybrid working structure to ensure our employees can do their best work wherever and whenever they are working.
- ▲ Improve the Association's accreditation status at our next Investors in People assessment in 2023.
- ▲ Work towards being one of the best companies to work for in Scotland.

OUR VALUES:

We are committed to ensuring that the behaviour of our people reflects the importance we place on our Values. Glen Oaks' Values are the basis for the work we do in partnership with our tenants, our people and other stakeholders.

Dedicated · Aspirational · Respectful · Transparent