

# Business Strategy 2023-2026







# Glen Housing Association



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## Introduction

Our Business Strategy provides a framework for our work over the period 2023 to 2026. The ambition, focus and priorities contained within were scoped out during business planning workshops held in January 2023 and attended by Board members and staff.

As part of the considerations during the January workshops, a review of the strategic options available to Glen HA was undertaken in terms of the best structure from which to deliver the strategy. Three main strategic options were considered – Remain fully independent; Form a constitutional partnership; Transfer of Engagements. The conclusion was that the best option is for Glen HA to continue as a fully independent organisation whilst seeking opportunities to continuously improve and collaborate.

Our 2023-26 Business Strategy strengthens our preparations for potential future growth, proactively responding to our priorities of engaging with tenants, strengthening the wellbeing of our people and our communities, responding to climate challenge, and building an organisational resilience and capacity to handle unexpected events.

## Our Purpose

“We care about our communities and the challenges they face. We strive to make a difference”.





# Our Vision

Glen HA's vision for 2026 is that we will:



Continue to be an independent and financially stable organisation.



Have improved how we engage and involve our tenants.

Have a motivated, engaged, and enthusiastic staff team.



Be supporting tenants to access our services in different ways.

Have reviewed our services and have plans to make improvements.



Be continuing to seek opportunities to build more houses, where underpinned by a robust business case.

Be clear about how we will improve energy efficiency and have made a start on implementing this.



# Our Values

Our values underpin all our activities, working practices and strategies:

## Integrity

We strive to promote a culture of honesty.

## Responsibility

We all take responsibility for our actions.

## Respect

We are all equal and different and aim to understand people as individuals and treat them with dignity.

## Customer Focus

We work hard to understand what our customers need and strive to provide our service accordingly.

## Accountability

We are open and clear about what we do and how we do it.

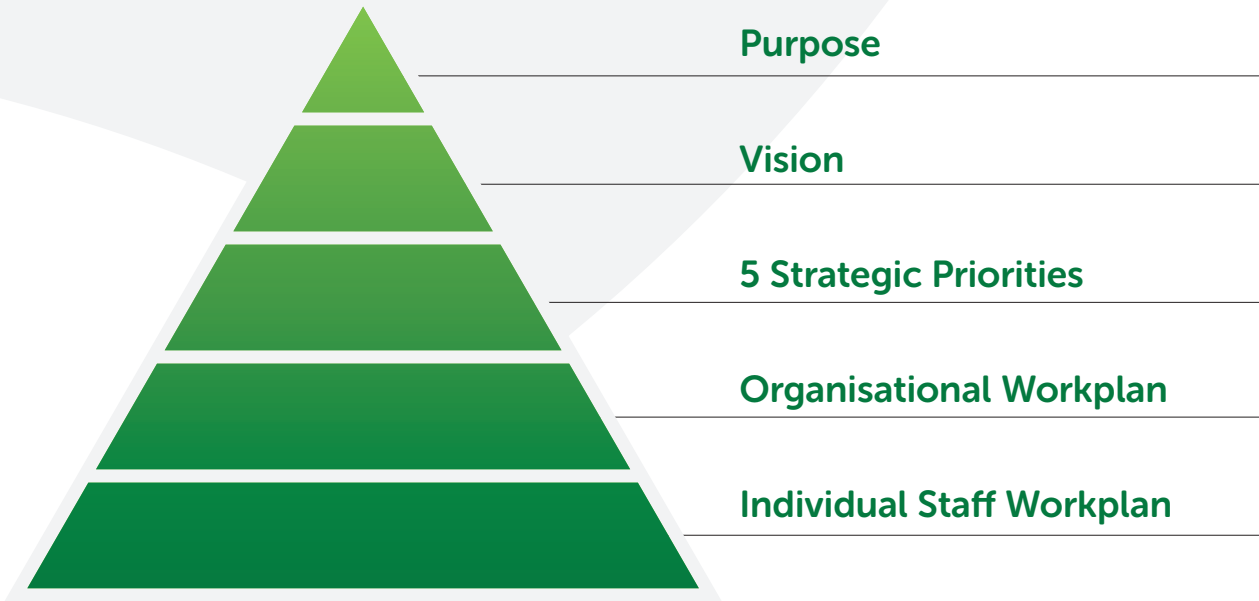
## Enabling

We encourage collaborative teamwork to strive towards excellence and innovation in providing our services.



# Strategic Framework

This Business Strategy provides a framework to connect our purpose with our actions.



## Our Strategic Priorities





# What we will do to deliver our Strategic Priorities

## 1 Zero carbon/energy efficiency

### Operational Activity

- 1.1 Gain a better understanding of the issues.
- 1.2 Establish our base position.
- 1.3 Assess the options.
- 1.4 Consult.
- 1.5 Prepare a plan.
- 1.6 Secure necessary finance/funding.

## 2 Financial stability & business resilience

### Operational Activity

- 2.1 Implement an operational efficiency programme.
- 2.2 Investigate funding opportunities.
- 2.3 Continue to develop & retain staff and Board skills.
- 2.4 Maintain affordable rents.
- 2.5 Develop a reputation for good governance.
- 2.6 Seek opportunities to build (underpinned by a robust business case).

## 3 Quality of our homes

### Operational Activity

- 3.1 Act on stock condition results.
- 3.2 Update the planned maintenance programme.
- 3.3 Access funding streams (grants and lenders).
- 3.4 Ensure new build stock is high quality (i.e. meets Net Zero)
- 3.5 Improve energy efficiency.
- 3.6 Review procurement process for day-to-day repairs.

## 4 Quality of the customer experience

### Operational Activity

- 4.1 Identify what our customers want and seek greater feedback.
- 4.2 Work towards Right 1st Time.
- 4.3 Support community projects.
- 4.4 Offer clear and consistent advice.
- 4.5 Improve our IT for the customer and increase online presence.
- 4.6 Explore new ways to deliver our services.

## 5 Our people

### Operational Activity

- 5.1 Consider and adopt flexible working models and approaches.
- 5.2 Offer and encourage development opportunities to our people.
- 5.3 Recognise and reward achievement of staff, Board, and contractors.
- 5.4 Provide attractive and sufficient resources and workplaces.
- 5.5 Improve our working relationships with contractors







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