

Neighbourhood & Environmental Strategy

If you have difficulty with sight or hearing, or if you require a translated copy of this document, we would be pleased to provide this information in a form that suits your needs.

 The logo for Glen Oaks Housing Association, featuring the text "Glen Oaks" in a large, bold, dark red font, with "HOUSING ASSOCIATION" in a smaller, dark red font below it. To the right of the text is a red icon of a house with three vertical lines to its right.	Policy number:	
	Policy approved on:	
	Due for review:	

Our Vision, Mission Statement and Values

Glen Oaks' vision statement '**Where Communities Thrive**' and our mission statement '**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**' provide the foundation for Glen Oaks Housing Association's commitment to its residents and the communities they live in.

This commitment is also demonstrated in the Association's values which were agreed following discussions with the Board, staff and tenants. Glen Oaks' values are fundamental to how we carry out our day-to-day activities.

Our values are:

respectful

we trust and respect our customers and each other

dedicated

we will give 100% commitment to our work

transparent

we will be open and honest about what we do

aspirational

we will strive to achieve the best we can for our communities

Equality & Diversity Statement

The Association is intent on ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; sex; marriage & civil partnership; race; religion or belief; sexual orientation; gender reassignment; pregnancy & maternity.

This document complies with the Association's equality, diversity and inclusion policy and Human Rights policy.

The Association will regularly review this document for equal opportunities implications and take the necessary action to address any inequalities that result from the implementation of the policy.

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1.0 Introduction

- 1.1 Glen Oaks Housing Association recognises that the quality of the neighbourhoods in which people live has a significant impact on health, wellbeing, community pride and tenancy sustainment. Clean, safe, attractive and well-managed environments help create places where people want to live, while strong partnerships and community involvement support the development of resilient and thriving neighbourhoods.
- 1.2 This Neighbourhood and Environmental Strategy sets out Glen Oaks Housing Association's vision and approach for managing and improving our neighbourhoods and environmental services between 2027 and 2030. It outlines our priorities, objectives and commitments to maintaining high neighbourhood standards, tackling environmental challenges, supporting community safety and promoting sustainable practices that benefit both residents and the wider community. The strategy builds upon our vision of **"Where Communities Thrive"** and reflects our commitment to delivering excellent services, encouraging resident participation and working collaboratively with partners to improve the areas in which we operate.
- 1.3 The strategy recognises the changing environment in which social landlords operate, including increasing expectations around environmental sustainability, community safety, waste management, equality and tenant engagement. Through effective neighbourhood management, proactive environmental improvement and meaningful engagement with tenants and stakeholders, we will ensure our services continue to meet local needs and contribute positively to the communities we serve.
- 1.4 Effective neighbourhood management extends beyond the maintenance of physical environments. The quality of a neighbourhood is influenced by a range of interconnected factors including community safety, equality and inclusion, environmental sustainability, resident engagement, and partnership working. This strategy therefore adopts a holistic approach, recognising that clean and attractive surroundings alone do not create thriving communities. By working collaboratively with residents, partner agencies, local organisations and community groups, we aim to address the wider factors that contribute to neighbourhood quality, support tenancy sustainment, promote community wellbeing and create places where people feel safe, valued and connected.
- 1.5 A key principle of this strategy is that tenants and residents have an important role in shaping the places where they live. We will listen to feedback, use data and insight to inform decision-making, and work with residents, community groups, statutory agencies and other partners to identify priorities and deliver improvements that make a tangible difference to neighbourhood quality and community wellbeing. This collaborative approach will help us achieve our ambition of creating sustainable, inclusive and desirable places to live.

- 1.6 This strategy provides the framework against which performance will be measured and reported, ensuring transparency, accountability and continuous improvement throughout the lifespan of the strategy.

2.0 Links to other strategies/policies

- 2.1 Our Neighbourhood and Environmental Strategy links with a number of other strategies and policies across the organisation. Key policies are the Anti-Social Behaviour Policy, Tenancy Management Policy & Managing our Neighbourhoods and Environments Policy.

- 2.2 It is also closely connected with:

- Customer Service Strategy
- Communication Strategy
- Tenant Participation Strategy
- Digital & Social Media Strategy
- Complaint Handling Policy
- Human Rights Policy and Equality, Diversity and Inclusion Policy

- 2.3 It will also mirror our Mission, Vision and Values.

3.0 Links to Regulatory Requirements, Standards, and the Scottish Housing Charter

- 3.1 This strategy supports Glen Oaks Housing Association's commitment to delivering high-quality neighbourhood and environmental services in line with the requirements of the Scottish Housing Regulator and the Scottish Social Housing Charter. It reflects our responsibility to provide safe, attractive and sustainable neighbourhoods while engaging tenants in decisions that affect their communities.

- 3.2 The strategy contributes particularly to the following Scottish Social Housing Charter outcomes:

- **Outcome 1 – Equalities:** Fair and equal access to services.
- **Outcome 2 – Communication:** Clear and accessible information about services.
- **Outcome 3 – Participation:** Meaningful opportunities for tenant involvement.
- **Outcome 6 – Estate Management, Anti-Social Behaviour, Neighbour Nuisance and Tenancy Disputes:** Effective neighbourhood management and community safety.
- **Outcome 13 – Value for Money:** Delivering effective services and making best use of resources.
- **Outcome 17 – Neighbourhood and Community:** This strategy has a particularly strong relationship with Scottish Social Housing Charter Outcome 17 (Neighbourhood and Community), which sits at the heart of the Association's commitment to creating desirable places to live and supporting thriving communities

- 3.3 The strategy also supports compliance with relevant legislation, including the Housing (Scotland) Acts, Antisocial Behaviour etc. (Scotland) Act 2004, Equality Act 2010, Environmental Protection Act 1990, Climate Change (Scotland) Act 2009 and Community Empowerment (Scotland) Act 2015.

4.0 Aims and Objectives of Strategy

- 4.1 The aim of this strategy is to establish a framework which enables us to provide clean, safe, attractive and sustainable neighbourhoods where residents are proud to live, through high-quality environmental services, strong community partnerships and a commitment to environmental stewardship.

4.2 We will meet this aim by:

- Working together for safer and connected neighbourhoods by working with residents and partners to prevent and respond to anti-social behaviour, domestic abuse, hate crime and other safety concerns. We will support those affected, encourage reporting, use local insight to target action, and help bridge gaps between community groups to build safer, more inclusive and connected neighbourhoods.
- Keeping our neighbourhoods clean and well-maintained through effective contract management, the promotion of environmentally responsible practices, recycling and reuse initiatives, and the proactive management of vacant land and buildings to improve the quality and appearance of local areas.
- Ensuring that our services are fair, inclusive and accessible to everyone regardless of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.
- Shaping sustainable and inclusive neighbourhoods by engaging tenants in decision-making, demonstrating how their feedback influences service delivery, and using data and insight to target resources, secure funding, and deliver effective neighbourhood and environmental services where they are needed most.
- Positioning Glen Oaks Housing Association as a sector leader in neighbourhood services by achieving and maintaining recognised industry accreditations, and by continuously benchmarking our performance against best practice.

- 4.3 The main objectives for this strategy align with our Business Plan key objective: Desirable Places to Live. Our values are embedded in our Neighbourhood and Environmental Strategy.
- 4.4 We will deliver neighbourhood and environmental services in a cost-effective and efficient manner through robust procurement and contract management arrangements, partnership working, the pursuit of external funding opportunities and ongoing review of service performance. This will help ensure tenants receive high quality services and demonstrable value for money.
- 4.5 **The main objectives of this strategy are:**
- **Transform the bulk uplift service** by consulting with tenants and partners, reviewing current arrangements, and implementing a new, efficient and environmentally responsible service by April 2027 that drives behaviour change, better meets tenant needs, reduces bulk waste & litter, improves neighbourhood appearance and supports reuse and recycling wherever possible.
 - By September 2027, engage with tenants to identify **priority back court improvement projects** and submit a minimum of two external funding applications to support environmental enhancements within the Association's communities.
 - By March 2028, **deliver a programme of waste reduction, reuse and recycling initiatives**, achieving a minimum 15% increase in tenant awareness of available environmental services, as measured through tenant satisfaction and engagement surveys.
 - By March 2028, complete an **options appraisal for identified derelict sites and buildings** within our communities and surrounding areas and present recommendations to the Board, including potential funding sources, development opportunities and anticipated community benefits.
 - **Lead the development of a sector-wide estate peer group** to share learning, benchmark performance and promote best practice in neighbourhood and environmental services. By March 2028 aim to have 3 partner organisations involved and complete an annual benchmarking exercise.
 - **Develop a coordinated partnership approach to anti-social behaviour** by working with residents and key agencies to deliver earlier intervention, improve support and communication, and reduce recurring anti-social behaviour cases by 10% over the life of the strategy.

- By June 2027, **develop and launch an Anti-Racism Pledge** with partner organisations, achieving 100% staff awareness through engagement activities and reporting annually on progress against an agreed action plan.
- By March 2028, **identify and pursue funding opportunities** through ongoing horizon scanning to support strategic objectives and create additional services and investment for our communities. Secure at least £100,000 of external funding to support neighbourhood improvement and community projects.
- By March 2028, **establish six monthly information-sharing arrangements** with key community safety partners and utilise intelligence gathered to develop and implement targeted action plans for emerging neighbourhood issues.
- By March 2028, support the development of at least two **community-led initiatives** that promote inclusion, community cohesion and neighbourhood safety, with participating residents reporting increased satisfaction with opportunities to influence their local community.

5.0 Risk Management

5.1 The Neighbourhood and Environmental Strategy must address both existing and emerging challenges. While overall risk levels remain low due to our proactive approach to neighbourhood & contractor management and environmental improvement, the impact of new legislation, funding pressures, climate change, contractor performance, and wider political and economic factors must be carefully considered to ensure we continue to meet our statutory obligations and deliver safe, clean, attractive and sustainable neighbourhoods.

5.2 Risks for 2027-2030 include:

- Significant changes to service delivery may not achieve the intended outcomes, resulting in deteriorating neighbourhood standards, reduced tenant satisfaction and increased demand for reactive interventions.
- Failure to secure external funding opportunities could limit the Association's ability to deliver environmental improvements, community projects, estate enhancements and sustainability initiatives.

- Failure to engage tenants and community partners effectively may result in services and environmental improvements that do not reflect local priorities or achieve desired outcomes.
- Poor contractor performance or contractor failure resulting in deteriorating neighbourhood standards, tenant dissatisfaction and increased costs.
- Increased fly tipping, vandalism or environmental crime creating additional resource pressures and negative impacts on tenant satisfaction.
- Changes in legislation, regulatory requirements or environmental standards may create additional compliance obligations, operational challenges and financial pressures.
- The inability to develop effective partnerships with key agencies such as Glasgow City Council, Police Scotland and environmental organisations may limit the Association's ability to address neighbourhood and community safety issues.

5.3 **To mitigate risks to service delivery**

Glen Oaks Housing Association will maintain a proactive and flexible approach to neighbourhood and environmental services. This will include regular monitoring of performance, tenant feedback and neighbourhood standards; effective contract and partnership management; ongoing engagement with residents and key stakeholders; and active pursuit of external funding opportunities. The Association will also monitor changes in legislation, regulatory requirements and the wider operating environment to ensure compliance and responsiveness to emerging challenges. Through robust planning, partnership working and continuous improvement, we will seek to protect service quality, deliver positive neighbourhood outcomes and ensure resources are targeted where they can have the greatest impact.

6.0 **Key outcomes**

- 6.1 It is important that the success of this strategy can be measured. The strategy outcomes will be assessed bi-annually through a Strategy Action Plan and the Estate Actions Plans.
- 6.2 Our performance against our Service Delivery will be monitored via a bi-annual Estate Satisfaction Surveys and outcomes reported within the Newsletter.
- 6.3 Complaints and satisfaction KPIs will be monitored monthly and reported to Board on a quarterly basis.

6.4 **Measuring success**

The success of this strategy will be measured through a combination of performance indicators, tenant satisfaction, neighbourhood quality

assessments, service outcomes and stakeholder feedback. Regular monitoring and reporting arrangements will ensure progress is transparent, enable early identification of emerging issues and support a culture of continuous improvement throughout the life of the strategy.

- KPI Compliance including contractor performance
- Maintain neighbourhood satisfaction levels of 96% or above, while increasing the proportion of residents who report having meaningful opportunities to influence neighbourhood and environmental priorities, decisions and outcomes.
- Estate Inspection Scores
- Join the Keep Scotland Beautiful Pledge and contribute to cleaner neighbourhoods through a continued commitment to reducing litter and environmental blight
- Tracking funding application numbers, success rate and funding received
- Number of projects, initiatives and events delivered
- Opportunities to participate
- Reduce recurring ASB cases by 10%

7.0 Training

- 7.1 Initial training will be provided to staff on the content of this strategy.
- 7.2 Induction training for new staff will include an overview of this strategy, Action Plan and associated Policies.

8.0 Review & Consultation

- 8.1 This strategy will be reviewed every three years, or earlier if our monitoring and reporting framework identifies any processes or standards that require amendment.
- 8.2 This strategy has been developed in consultation with staff and tenants and is built on a strong foundation of tenant feedback. In addition to consultation on the strategy itself, its priorities have been informed by Quarterly Estate Walkabout Surveys, customer satisfaction surveys in 2025 and 2026, and transactional feedback on services such as close cleaning and landscaping. This enables us to understand the needs of individual neighbourhoods, identify common themes across all our communities, and ensure our services, priorities and investment decisions reflect what tenants tell us is most important.