



Our Strategic Plan is an important document that sets the key strategic objectives for the next three years. It forms the framework for managing and developing our service and informs our relationships with the Association's customers, funders, regulators, and partner organisations.

## Customers first

First and foremost, we want our customers to be delighted by our service. We will look at new ways to deliver a service that exceeds our customers' needs. We will offer new forms of engagement and will act on our customer feedback. We will work with partners to increase services in our neighbourhoods ensuring our communities thrive.

### Place customer views first by reviewing and updating our Tenant Participation and Communication Strategies.

- 🏠 We will have an increased number of customers engaging with us.
- 🏠 We will have better customer insight to help shape our future services.
- 🏠 We will have developed a new customer incentive scheme.
- 🏠 Increased community representation on our Board and Service Improvement group.
- 🏠 We will have more effective communication methods that suit the needs of our customers.

- 🏠 We will have introduced our improved customer service standards.
- 🏠 We will have a higher level of customer satisfaction.
- 🏠 We will be able to demonstrate the positive impact of our customer support visits.

### Create thriving communities by reviewing and updating our Community Regeneration Strategy.

### Deliver an excellent service by reviewing and updating our Customer Service Strategy.

- 🏠 We will have developed our service delivery approach to meet our customers' requirements.

- 🏠 Increased partnership working will bring new services to our communities.
- 🏠 We will explore funding opportunities to extend the services and facilities within our communities.
- 🏠 Increased reporting on social impact will quantify the value of the tenancy support, sustainment, and regeneration services we provide.
- 🏠 Our customers will be more engaged with their communities.

## Agile organisation

We will embrace new technologies to enhance the sound governance and finance systems we have in place. We will continue to build on our structure to ensure that we are an adaptable and resilient organisation.

### Review and update our Governance Framework to enhance compliance and participation.

- 🏠 Our robust governance framework will ensure all legal and regulatory requirements are met.
- 🏠 Our new framework for Board development, appraisals, skills review, and succession planning will be fully embedded.
- 🏠 We will have reviewed the ESG framework and agreed delivery timescales.
- 🏠 A new performance framework will be fully embedded with a comprehensive set of indicators to monitor performance in all areas of the business.

- 🏠 We will continue to review the affordability of our rents and will have implemented rent harmonisation.
- 🏠 We will maintain sound financial control and plans.

### We will review and update our Digital Transformation Strategy and invest in new technology.

- 🏠 We will have carried out a review and developed plans for an improved housing management system.
- 🏠 Implemented CX Feedback Engagement + module.
- 🏠 A new website and customer App will have been developed.
- 🏠 We will achieve Cyber Essentials Plus each year.

### Through our financial plans and strategies, we will maintain sound financial management.

- 🏠 Our value for money strategy will be developed and we will produce an annual value for money statement.

### We will review options for growth and sustainability.

- 🏠 We will have developed plans for the future service delivery and growth of the Association.

## Desirable places to live

We will continue to invest in our properties and estates to ensure that they are well maintained and attractive places where people want to stay. We will focus on the physical environment to increase their desirability.

### Provide quality homes by developing our new Asset Management Strategy and Development and Acquisition Strategy.

- 🏠 We will have detailed and robust data on our stock through regular stock condition surveys that will help shape our investment plans.
- 🏠 Our programme of planned work will have improved the quality of our homes.
- 🏠 We will operate a customer focused reactive repairs service that will have achieved higher levels of customer satisfaction.
- 🏠 Devised our approach to Net Zero
- 🏠 Increased the number of properties either through new build or acquisitions.

### Establish great neighbourhoods through our Neighbourhood & Environment strategy and action plans.

- 🏠 Developed a new structure to deliver neighbourhood & environment work.
- 🏠 Undertaken projects to approve the appearance of each of our neighbourhoods.
- 🏠 Worked with partners to improve the services provided to each of our neighbourhoods.

## Dedicated team

We want our team to feel proud of the work they do, to learn, develop and reach their full potential. As a team we will work together to develop a new culture underpinned by updated organisational values that place customers first.

### Our updated People Strategy will outline how we develop our values, culture, and organisational structure.

- 🏠 Reviewed and revised our organisational structure to adapt to our customer needs and new ways of working.
- 🏠 Our new values and cultural approach will be fully embedded.
- 🏠 Implemented a reward and recognition programme.
- 🏠 Reviewed and updated our internal communication methods.

- 🏠 Implemented a mandatory learning and development programme for all roles.
- 🏠 Prepared a skills analysis report and updated our succession planning.

### We will develop and implement the Association's first Wellbeing Strategy to promote health and wellbeing.

- 🏠 Improved focus on mental health awareness
- 🏠 Developed and embedded new agile working arrangements.
- 🏠 Our office environment will have been updated to meet our needs.

### We will invest in our staff team to provide them with opportunities for personal development.

- 🏠 Completed a leadership development programme for all senior staff.

## 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.

## Our Vision: Where communities thrive

### Our four strategic goals are:

1. Customers first
2. Desirable places to live
3. Agile organisation
4. Dedicated team

## 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

we will give 100% commitment to our work

### Aspirational

we will strive to be the best we can for our communities.

### Respectful

we trust and respect our customers and each other.

### Transparent

we will be open and honest about what we do.