

BUSINESS PLAN SUMMARY 2021-2024



Our Vision

A vibrant neighbourhood where everyone can prosper.



This image encapsulates the importance we give to:



fostering a strong sense of identity and belonging



creating a vibrant and well-served village within a city feel



supporting a diverse and inclusive community

Our Values

Adaptable

We are adaptable and responsive to change in order to meet the needs of our customers and organisation.



Caring

We demonstrate a caring, kind and compassionate nature.



Open

We display strong integrity, ensuring everything we do is carried out in an open and transparent manner.



Fair

We are fair and non-discriminatory at all times, treating each individual with the utmost respect.



Reliable

We are honest, trustworthy and reliable in everything we say and do.



Strategic Objectives



Enhance our range of high-quality, modern services

We know from regular tenant feedback that we already deliver effective and high-quality services. We also know our customers' needs and expectations are changing. We are keen to ensure our services remain relevant and impactful.



Provide desirable & sustainable homes and neighbourhoods

We know that the majority of our tenants are very satisfied with the quality of their homes and neighbourhoods. However with tenements making up around half of our homes, meeting modern energy standards and tenants' desire for private outdoor space is challenging for us.



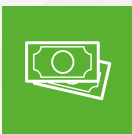
Work with others effectively and innovatively

We have a substantial track record of effective partnership working and see collaboration vital to our success. We recognise the benefits of pulling ideas and resources to design and deliver new solutions.



Support our people achieve their full potential

We take our responsibilities as an employer very seriously. We also understand the importance of assembling and supporting a strong team of talented people to our future performance and sustainability.



Remain financially-strong, well-governed and resilient

We understand our responsibilities as stewards of the RSL's assets and are committed to continuing to demonstrate our full compliance with the regulatory standards of governance and financial management.



Encourage customers and communities to engage and participate

We place the community at the heart of what we do and recognise the value of the positive and active participation of our customers in shaping our priorities and activities.



Strive to meet the needs and aspirations of our communities

We see ourselves as more than a landlord and are committed to helping to build community resilience. We also are keen to help our communities to recover from the impact of the recent pandemic.

Our Priorities

We have identified our 12 top strategic priorities for the next 3 years, understanding that each of these may contribute to more than one of our strategic objectives. We set out how we will deliver on these priorities with specific outcomes and targets included in our 3 year Strategic Delivery Plan. These targets will flow down into our operational workplans.

Service Development

Over the next 3 years, we will develop our services by:

- Introducing new customer service standards;
- Making better use of customer insight and feedback to shape our services;
- Identifying and filling any key gaps in our services;
- Collaborating with others to enhance local services;
- Increasing the digitisation of our services where appropriate; and
- Developing an enhanced performance reporting framework.

Aligned with strategic objectives:



Tenant & Community Engagement

Over the next 3 years, we will improve how we engage with our tenants and community by:

- Reviewing our Tenant & Community Engagement Strategy;
- Strengthening our approach to gathering and analysing customer data;
- Developing a range of opportunities for tenants to participate through surveys, meetings and focus groups;
- Encouraging increased representation from our community on our Management Committee; and
- Delivering a series of fun and enjoyable events which bring communities together.

Aligned with strategic objectives:



Community Regeneration

Over the next 3 years, we will enhance our community regeneration role by:

- Introducing a new Community Regeneration Strategy;
- Investigating the appointment of a dedicated community regeneration resource;
- Contributing to the refurbishment of Govan Library and Learning Centre;
- Working with partners to develop employability projects providing platforms in to work;
- Leading the new Govan Energy Advice project on behalf of GEL; and
- Supporting specific measures to enhance community resilience.

Aligned with strategic objectives:



Asset Management

Over the next 3 years, we will strengthen our approach to asset management by:

- Introducing a more robust Asset Management Strategy;
- Developing a tenement refurbishment strategy;
- Reviewing our Development strategy in the context of an updated needs assessment;
- Developing a more robust understanding of all components within our homes;
- Maintaining clear systems across all aspects of tenant safety (e.g. fire safety, asbestos, legionella, electrical safety, lifts and gas safety);
- Continuing to invest in maintaining our properties; and
- Making better use of customer insight and feedback to shape our homes and services framework.

Aligned with strategic objectives:



Estates Management

Over the next 3 years, we will develop our approach to estates management by:

- Developing a comprehensive Estates Management Strategy;
- Exploring the feasibility of a new estates management service;
- Working with partners (including the local authority) to raise tenant and resident awareness on ways to minimise waste;
- Making better use of customer insight and feedback to shape our Factoring service;
- Using customer feedback to identify areas within our estates which need additional attention; and
- Investigating opportunities to enhance the visual appearance of our neighbourhoods through murals, flower beds, orchards and other features.

Aligned with strategic objectives:



Procurement

Over the next 3 years, we will seek to enhance our approach to procurement by:

- Reviewing and updating our Procurement Strategy;
- Strengthening our contract management processes;
- Examining where collaborative procurement could provide additional benefits; and
- Exploring longer-term, strategic partnerships which could provide organisational gains (e.g. new technologies, innovative services and products, new homes).

Aligned with strategic objectives:

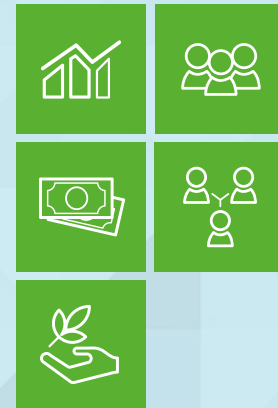


Digitisation

Over the next 3 years, we will seek to enhance our use of digital technologies by:

- Reviewing and updating our IT Strategy;
- Utilizing the full capability of the CX feedback tool;
- Reviewing the effectiveness of our website, making improvements as required;
- Implementing a new innovative Housing Management software product;
- Fully embedding new Asset Management and Repairs Management software;
- Increasing the video content available to our customers and communities; and
- Developing the digital capability of staff and Management Committee members.

Aligned with strategic objectives:



Partnership

Over the next 3 years, we will seek to develop our partnerships by:

- Developing a partnership framework to steer our participation;
- Continuing to strengthen our collaborative approach within existing partnerships (e.g. GEL);
- Working with others to secure additional resources for the local area;
- Identifying new partners who can assist in the achievement of our objectives; and
- Developing innovative, collaborative approaches which provide financial, reputational, organisational and/or community benefits.

Aligned with strategic objectives:



Value for Money

Over the next 3 years, we will strengthen our approach to delivering value for money by:

- Introducing a Value for Money Strategy;
- Updating our 30-years financial projections annually;
- Continuing to test the affordability of our rents and other charges;
- Introducing longer-term programmes of work to secure cost savings;
- Reviewing and updating our Procurement Strategy; and
- Reviewing our staffing structure to ensure it remains efficient and effective.

Aligned with strategic objectives:



Governance

Over the next 3 years, we will continue to invest in good governance by:

- Continuing to meet the *Regulatory Standards of Governance and Financial Management*;
- Embedding the lessons from our recent collaborative governance review;
- Reviewing our annual assurance framework, seeking external validation in year 3;
- Reviewing and updating our Business Continuity Policy and Plan;
- Annually reviewing the skills, knowledge and composition of our Management Committee;
- Implementing an effective Recruitment and Succession Plan for the Management Committee; and
- Delivering an ongoing learning and development programme for Management Committee members.

Aligned with strategic objectives:



Organisational Wellbeing

Over the next 3 years we will continue to support organisational wellbeing by:

- Introducing our first Organisational Wellbeing Strategy;
- Reviewing and updating our Business Continuity Policy and Plan;
- Refining our staff structure as required;
- Updating and delivering our staff learning & development plan;
- Undertaking a cultural audit to ensure we fully demonstrate our values; and
- Implementing an effective internal communication framework.

Aligned with strategic objectives:



Equalities

Over the next 3 years we will strengthen our approach to equalities by:

- Implementing the new equalities reporting requirements;
- Fully embedding equalities throughout all our activities (e.g. how we design services);
- Providing assurance of proper consideration of equalities and human rights issues;
- Developing an effective approach to gather and identify relevant equalities information; and
- Reviewing our communications to ensure they are accessible by all members of our community.

Aligned with strategic objectives:





Ways to get in touch

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