

Business Strategy

2026 - 2027



Glen
Housing Association



www.glenhousing.co.uk

Glen Housing Association

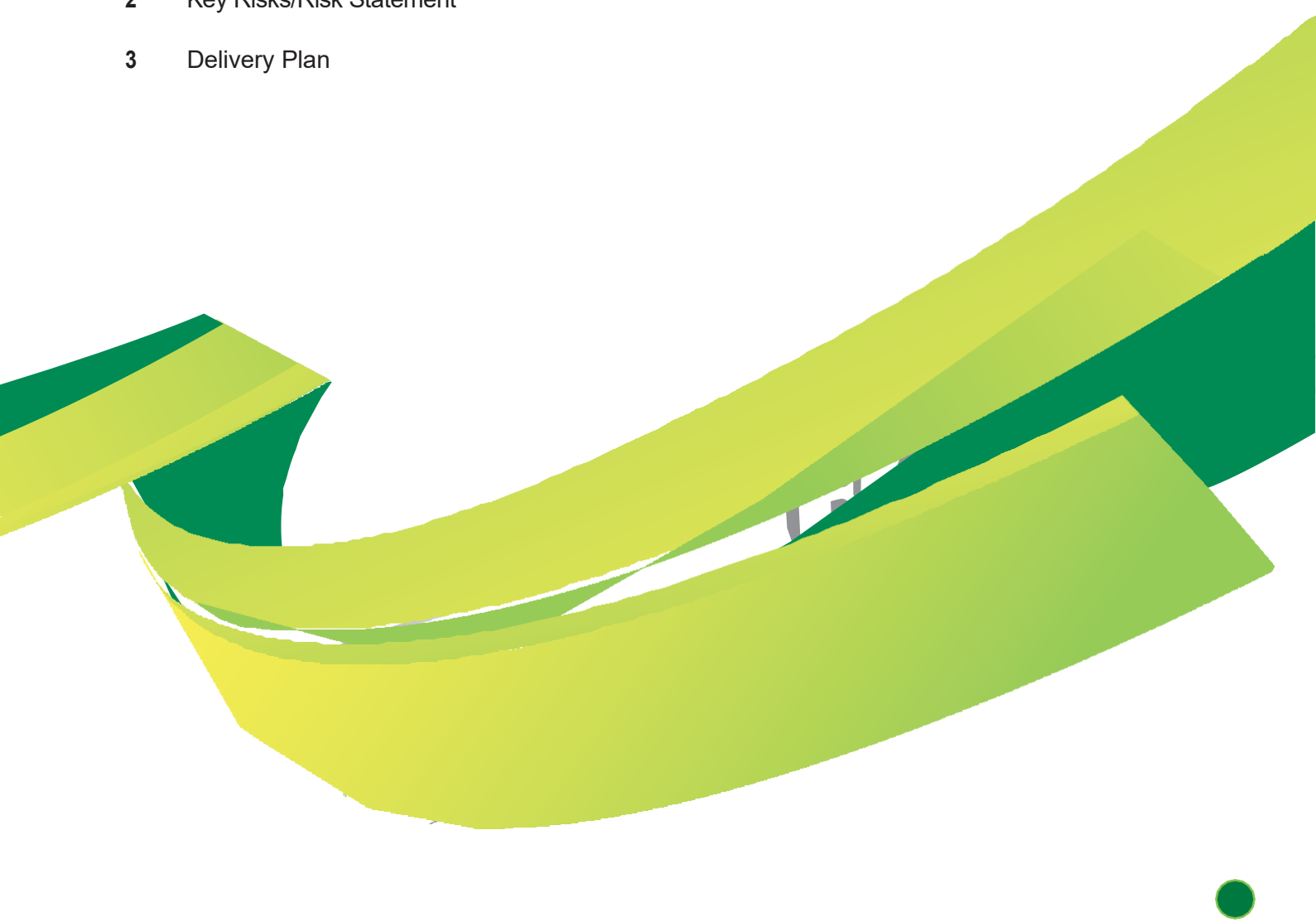


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Introduction

Our Business Strategy provides a framework for our work over the period 2026 to 2030. This key document sets out our vision and objectives with the Delivery Plan setting out how we will deliver.

The ambition, focus and priorities contained within has been scoped out during discussions with Board and staff, with tenant feedback in various forms also contributing to the priorities and how we deliver. We have also had regard to the Scottish Housing Regulator's Recommended Practice for Business Planning and the Regulatory Standards of Governance and Financial Management.

Our aim is to have a Business Strategy that is a continuous process with a Delivery Plan that is refreshed annually and rolled forward every year. Progress against the Delivery Plan will be monitored and reviewed by Board and senior staff at regular points throughout the year.

This Business Strategy is a realistic and achievable plan which strengthens our preparations for potential future growth, proactively responds to our priorities of engaging with tenants, strengthens the wellbeing of our people and our communities, responds to climate challenge, and builds 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”.

The Association Today

Glen is a community-based housing association, a Registered Social Landlord (RSL) and a Scottish Charity. It was formed in 1999 with the merging of Collydean Community Housing Association and Glenfield Housing Association, both of which were small community-based associations originally set up in 1992 in the Collydean area of Glenrothes and the Broom estate in Leven.

The Association operates within the Glenrothes and Levenmouth areas of Central Fife and in 2026 there were a total of 495 homes in ownership.

Our current loan portfolio comprises £8.2 million with CAF Bank and Triodos and we are expecting to draw down a further £2m from our CAF Bank facility during the period of this Business Strategy.

We have currently identified two sites of 8 units in each which we are looking to develop as part of our collaboration with our Fife Housing Association Alliance partners during 2026 – 2027 subject to ongoing assessments of viability and availability of required level of grant funding.

Governance

The Association is overseen by a volunteer Board and currently consists of 10 members. Our Rules provide for a Board of up to 15 with Association membership being open to anyone over the age of 16 who has an interest in the work of the Association.

The Association operates with one main Board, which meet at least 10 times a year and a separate Audit Committee which meets twice a year.

Staff

The Association's staff structure includes 12 full-time and 2 part-time staff.

Our Vision

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



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.

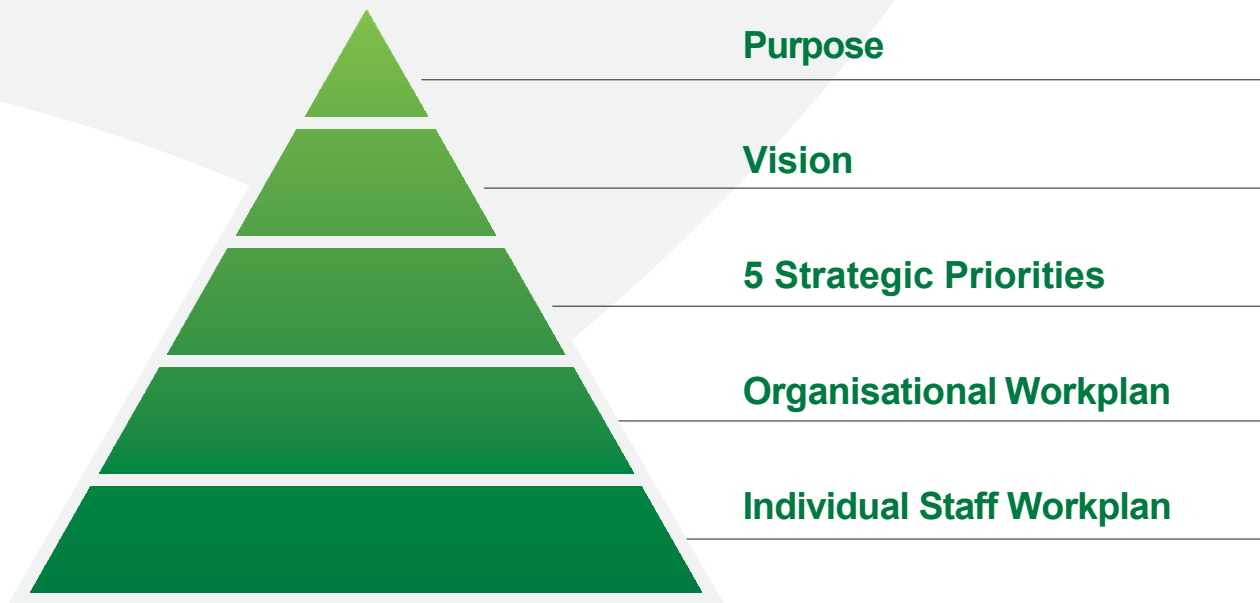
Enabling

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

(The following are not in any order of priority)

1. Net Zero/Energy Efficiency

Operational Activity

- 1.1 Completion of Rockfield Gardens energy efficiency project.
- 1.2 Continue to examine options and potential funding sources for improving energy efficiency & meeting net zero in our homes.
- 1.3 Examine options and potential funding sources for improving energy efficiency in our offices.
- 1.4 Implement appropriate training & information sessions for staff & Board around net zero/energy efficiency.

2. Financial Stability & Business Resilience

Operational Activity

- 2.1 Strengthen the Board and increase the Association's membership.
- 2.2 Assurance Review.
- 2.3 Further develop our IT Strategy and AI policy framework.
- 2.4 Ensure we have the funds in place to meet future investment needs.
- 2.5 Explore collaboration opportunities to deliver business improvements.
- 2.6 Seek opportunities to build (underpinned by a robust business case).

3. Quality of Our Homes

Operational Activity

- 3.1 Deliver our 2026/27 programme of investment in planned maintenance.
- 3.2 Implement enhanced spec for component replacements to achieve improved energy efficiency
- 3.3 Examine options and potential funding sources for improving energy efficiency in our homes.
- 3.4 Continue to achieve best value through procurement.

4. Quality of Customer Experience

Operational Activity

- 4.1 Develop our approach to tenant & community participation.
- 4.2 Maximise uptake of funded assistance for tenants.
- 4.3 Continue to support local community projects.
- 4.4 Improve the customer focus of our services
- 4.5 Review of our approach to tenancy support and sustainment
- 4.6 Improve our use of technology to increase efficiency and focus of our services.

5. Our People

Operational Activity

- 5.1 Implement a review of our 2023 Employee Engagement Survey
- 5.2 Ensure all annual appraisals and personal training plans are completed
- 5.3 Continue to review the use and design of Leven office.
- 5.4 Plan and organise annual Staff & Board away days.
- 5.5 Review Structure & options for Staff and Board succession planning.

