

Strategic Objective	Key Activity/Priority	Key Outcomes	Specific Activities for 2020/21	Lead Role
(1) Provide high quality and affordable homes through the maintenance and improvement of and investment in our housing and, the building of new houses that are well designed and efficient and meet identified needs.	Continue to roll out our planned maintenance programme	Maintaining high quality homes	Replacement of radiators in Original Stock Replacement of kitchens/boilers/ventilation in Rosehill Cottages, Darvel Street, Turnberryhill and Craigbank 1A&B (subject to reprogramming due to Covid 19) Replacement external doors to Lindens	Technical Services Manager
	Ensure our homes meet EESSH by end 2020	Continue to ensure properties are energy efficient	Carry out EPCs to demonstrate our compliance	Technical Services Manager
	Develop new homes	Increased supply of high quality and affordable homes Met the need of housing applicants (external/internal) Contributed to Glasgow's Strategic Priority to build 15,000 new homes by 2022	Seek to acquire 2 local sites	Technical Services Manager
	Make better use of our open spaces e.g. potential car parking provision or make them more attractive spaces e.g. planting flowers/shrubs	Increased Tenant Satisfaction Reduction in car parking issues Improved environment	Expenditure of Sum in Open Space Contract for enhanced planting at open spaces (tenant consultation)	Housing Services Manager / Technical Services Manager
(2) Engage effectively with tenants and service users so that our service delivery meets their requirements.	Develop Digital Capacity	Service delivery meets tenants needs/expectations; Enhance digital skills of staff;	Tenant survey on needs/expectations of service delivery (taking account of tenants' experiences during lockdown)	Director/Housing Manager
	Develop Rosehill's Engagement Strategy	Service delivery meets tenants needs/expectations; Engage effectively with our tenants	Review the current engagement strategy with input from staff and tenants to look at delivering more activities remotely and look to integrate with the digital strategy to focus more on activities which can be undertaken remotely. Ensure to maintain a balance between old and new methods and ensure inclusivity.	Housing Services Manager
	Continue to promote and support our Tenants' Group and aim to increase its membership to 8 tenants	Have effective and meaningful tenant scrutiny	Increase membership of scrutiny panel to 8 members and ensure that the new panel is fully trained to undertake effective scrutiny	Housing Services Manager
	Continue to develop our knowledge and understanding of our tenants and other customers expectations shape our services accordingly	Service delivery meets tenants needs/expectations	review range of services offered to tenants to look at including non-core function services such as bulk uplift. Ensure to include tenant scrutiny group and include wider consultation.	Housing Services Manager
(3) Provide houses and services that are Value for Money for people who want to live in our communities	Continue to cap any rent increases to rate of inflation only	Maintaining Affordable Rents Continued lower rents than other Local Landlords	Annual Rent Review Carry out benchmarking of rents levels and proposed rent increases 2021/22 Consult with tenants over inflation only increase	Director Director Housing Services Manager
	Review our running costs and service delivery costs to achieve greater Value for Money. Our aim is to reduce costs where feasible, without reducing the quality of services we receive and provide.	Achieve cost efficiency Increased Tenant Satisfaction Improved efficiency of service delivery	Produce new annual programme for reviewing running and service delivery costs Implement measures to achieve cost efficiencies	Management Team
	Strengthen our working relationship with key departments within Glasgow City Council to tackle issues of dog fouling, litter and fly tipping	Better relationship with GCC to ensure better services to Rosehill tenants	Continue to work with GCC to try to influence delivery of service to tenants. Where services are to be withdrawn e.g bulk uplift look at ways this service can be continued.	Housing Services Manager
	Contribute to the strategic role of G53 Together to provide a cohesive approach to the delivery of a local vision to support and facilitate services which are responsive to the needs of the community. Use influence on G53 Together to drive partners' contributions to improve Pollok: ensuring that partners each play their part as well as collaborating for the benefit of the community	Additional or alternative support and services available to tenants	Attend and actively participate in G53 Together meetings; Explore/research feasibility of proposed local services	Director Director
(4) Be innovative in developing services and activities that support our communities	Develop Digital Capacity	Enhanced staff and Committee digital skills; Improved efficiency of service delivery;	Review software and hardware needs and provide adequate and suitable systems and devices; Review service delivery model and determine how best this can be achieved moving forward;	Director Director
	Develop Rosehill's Engagement Strategy and digital strategy	Service delivery meets tenants needs/expectations;	research and apply for funding to help increase tenant access to digital services. Look at access to the internet as well as the hardware requirements of tenants. (affordability vs accessibility)	Housing Services Manager
	Establish partnerships with other landlords which create opportunities to: learn from each other where there are shared experiences and challenges; deliver joint services and solutions where there is a shared need and demand	Service delivery meets tenants needs/expectations;	Look at sharing best practice with other RSL's and explore the provision of joint services e.g bulk uplift in the event that the service is withdrawn by GCC	Housing Services Manager
(5) Build and contribute to effective partnerships to support the delivery of our vision and values	Contribute to the "Thriving Places" approach in Priesthill/Househillwood which is a localised approach involving more intensive working between Public, Private, Voluntary and Third Sector organisations and residents across a range of issues	Know who Key Partners in Thriving Places are; Have a clear understanding of what our role is and be able to translate this into a strategy for our involvement with Thriving Places	Regular attendance at Quarterly Thriving Places Forum Regular attendance at other Thriving Places groups Link Rosehill with relevant initiatives, projects under Thriving Places	Director HS Manager Director/HS Mgr

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(6) Use our financial, human and other resources efficiently and effectively to achieve maximum benefit and full potential	Develop our Digital Capacity	Making best use of digital technology; Enhanced capacity of staff to achieve their work efficiently and effectively; Enhanced digital skills of staff and Committee	Review software and hardware needs and provide adequate and suitable systems and devices; Review service delivery model and determine how best this can be achieved moving forward;	Director Director
	Benchmark our costs and outcomes against other landlords to find performance gaps, identify areas for action and promote a culture of continuous improvement	Be clear on how we compare with other Landlords Are better informed of improvements needed Staff driven improvements	Benchmark results from ARC 2019/20; Research more varied benchmarks to monitor and report performance according to tenant priorities; Identify Improvement/Action Plans re: outcome of benchmarking results; Continue to promote Staff Ideas Recognition Scheme;	Director Director/Mgt Team Director/Mg Team
	Provide training for our staff to enable them to be experts in their field	Enhanced staff knowledge and skills leading to improved individual and team performance	Annual Training Plans 2020/21	Director/Mgt Team
	Empower front-line staff to enable them to make effective decisions and to deal with as many issues as possible without needing approval	Motivated and empowered Staff Team More routine decisions made at frontline	Continued operation of Staff Recognition Scheme Improve Staff Engagement across service delivery Upkeep and promotion of Central Library - key information resource for staff (look to move central library to rosehill.net) Allocation of neighbourhood management budgets	Director Director Director/HS Mgr HS Mgr
(7) Demonstrate the highest standards of governance, accountability and compliance	Provide training for and support the development of our Committee Members to ensure they have the required skills to function effectively as our Governing Body	Strengthened Governing Body	Committee Annual self assessments Training needs analysis of Committee Annual Programme of Training Use of on-line module training	Director
	Recruit people to our Management Committee with the right skills to strengthen and enhance the effectiveness of our Committee	Strengthened Governing Body Increased Membership of Governing Body	Identify any skills gap and target recruitment accordingly Recruitment campaign Implementation of Induction Processes for New Committee Members	Director Director
	Ensure our policies and practices meet legal and regulatory requirements	Policies are up-to-date and comply with legal/regulatory requirements Ongoing Data Protection and FOI compliance	Implementation of Annual Policy Review Timetable; Carry out Tenant Consultation where needed; Review role of DPO - potentially needs to be outsourced; Annual data cleansing exercise in accordance with Retention procedure;	Director HS Mgr Director/Fin. Mgr Director/Mgt Team
	Undertake meaningful internal audit and publish outcomes	Carried out 3 Audits Tenants informed of findings and points for action Continuous improvement	Implement Annual Internal Audit Programme 2020/21 Publish key findings in quarterly newsletters	Director Director
	Publish an Annual Performance Report	Tenants provided with clear information on how we are performing Complied with Regulatory Requirement	Production of Annual Performance Report	Director
	Annual Assurance Statement	Committee assured that Rosehill continues to be compliant with all Regulatory and Legal requirements; Assurance provided to SHR and tenants;	Production and ongoing development of assurance exercises; Review and update assurance exercises; Submit Annual Assurance Statement for SHR; Publish Annual Assurance Statement for tenants	Director