

**For Decision**

Agenda Item: 11.1  
Date of Meeting: 25/02/26

**To:** The Management Committee

**From:** The Director

**Subject:** Business Plan 2026-31: Proposed Strategic Objectives and Priorities for Next 5 Years – Outcome of Tenant and Stakeholder Consultation

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**1. Introduction and Purpose**

- 1.1 Preparations for the development of our new 5 year Plan are well underway. At the business planning event in November, 5 strategic objectives were identified. At its January meeting Committee approved the strategic priorities for each of the strategic objectives to be put out for consultation.
- 1.2 Tenants, staff and various stakeholders (lender, key personnel in GCC and local politicians) were invited to take part in the consultation on our proposed strategic objectives and priorities. The consultation ran from 26<sup>th</sup> January 2026 to 16<sup>th</sup> February 2026.
- 1.3 The purpose of this report is to present the findings of the consultation for Committee’s consideration and to make its final decision about the strategic objectives and priorities for the next 5 years.

**2. Proposed Strategic Objectives and Priorities– Outcome of Consultation**

- 2.1 The survey was posted on our website and links emailed and text to the majority of our tenants. Paper copies of the survey were issued to tenants who still prefer that method. In addition, links were emailed to our Lender (Bank of Scotland), key personnel within GCC and local politicians (our 4 local councillors).
- 2.2 To encourage responses, we gave the option to reply anonymously and offered a prize draw (open to tenants only) for the chance of winning 1 of 6 x £25 gift cards.
- 2.3 By the end of the consultation we received a total of 30 responses.

Online Survey	27
Paper Survey	3

- 2.4 Of the 30 responses, 19 were anonymised returns. As a result, we can't say for certain that these were all from tenants. However, there is an expectation that any stakeholders who completed the survey would have provided their names. In addition, staff were given the option of providing their names or putting "staff member" in the contacts field at the end of the survey. All but 2 of the returns, which had names against them, were from tenants. 2 were from staff, as one provided their name and the other used the reference "staff member".
- 2.5 In terms of feedback from staff, Committee is asked note that at our half day closure in December, staff were presented with the proposed strategic objectives. Following which group exercises were undertaken about what Rosehill should doing over the next 5 years in relation to these objectives. The outcome was that, in the main, the priorities identified by staff mirrored those discussed at the Business Planning Day.
- 2.6 The survey consisted of 23 questions (Questions 21-23) related to contact details and reasons for providing details). Questions 1, 5, 9, 13, 17 set out our Strategic Objectives and the associated priorities we proposed to undertake. The question asked for each of these was "To what extent do you agree with our strategic objective and priorities?" Attached is a copy of the survey to remind Committee of the questions (11.1.1). Also attached are the results from both the online and paper surveys (11.1.2).
- 2.7 As can be seen from the attached Table 1 (11.1.2) the majority of respondents supported our proposed strategic objective and priorities. On average 27 out of the 30 respondents agreed or strongly agreed with our proposals.
- 2.8 In terms of any "strongly disagree or disagree" results, Table 2 attached (11.1.2) shows the comments made by one of the respondents who strongly disagreed with our proposals for Strategic Objectives 1 and 5. This was an anonymous response, however, from the comments it is assumed this is a tenant.
- 2.9 Table 3 (attached at 11.1.2) is a summary of the responses in relation to the questions "Is there anything else you think we should be doing in relation to ...". This applies to questions 3, 7, 11, 15 and 19.

- 2.10 Table 3.1 (attached at 11.1.2) provides the comments or suggestions of the 8 respondents who answered “Yes” to us doing other things in relation to our strategic objectives. 5 of the 8 were anonymised. 3 of the comments related to building new homes, 2 related to environmental matters such as parking and anti-social behaviour. The numbers are generally too low to identify a particular trend and the other responses were quite singular in nature.
- 2.11 Respondents were asked if they wanted a staff member to contact them in relation to any feedback they provided. All 30 respondents answered “No”.
- 2.12 Committee is asked to consider the results from the consultation including the suggestions provided by respondents and to discuss further at the meeting.

### **3 BP – Strategic Objectives and Priorities for the next 5 Years**

- 3.1 Attached (at 11.1.3) are the objectives and priorities that were initially approved by the Management Committee at its January meeting. Committee, taking account of the consultation feedback, is asked to make its final decision on the Strategic Objectives and Priorities.
- 3.2 The Management Team will then produce the proposed annual strategic priorities (for each strategic objective) for Year 1 of the new Business Plan, along with draft Section Operational Plans for each department for Committee’s consideration and approval at its March meeting.

### **4. Risk**

- 4.1 The risks associated with carrying out our business planning processes including consulting our tenants/stakeholders over our proposals, have been considered as follows.

Risk Category	Mitigating Measure
Legislative and Regulatory: Fail to comply with Regulatory Standards – 2 (2.1 and 2.4), 4 (4.2) and The Scottish Social Housing Charter: Outcome 2 - Communication and Outcome 3 - Participation	<ul style="list-style-type: none"> <li>• Consulting tenants/stakeholders over proposed new 5 year strategic objectives/priorities;</li> <li>• Offering online or paper survey options;</li> <li>• Committee consider feedback when finalising strategic objectives/priorities</li> <li>• Tenants (who have indicated they want a staff member to contact them about their feedback) will have their feedback followed up</li> </ul>

Customer: Poor response rate; Fail to consult with tenants; Tenant dissatisfaction with lack of opportunity to provide feedback; Fail to follow up on feedback received.	Mitigating measures as above and <ul style="list-style-type: none"> <li>• Offer incentives to encourage feedback (prize draw);</li> <li>• Provide business reply envelopes with paper surveys;</li> <li>• Convenient online surveys.</li> <li>• Tenants given option about having their feedback followed up</li> </ul>
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## 5. Delivery of our Strategic Objectives

Area	Related Strategic Objective(s)
Seeking tenants/stakeholders' views on our proposed 5 Year Strategic Objectives and Priorities.	2) Engage effectively with our tenants and service users  7) Achieve the highest standards in all that we do

## 6. Application of our Core Values

Area	Related Core Value(s)
Seeking tenants/stakeholders' views on our proposed 5 Year Strategic Objectives and Priorities.	<ul style="list-style-type: none"> <li>• Engaged and Responsive</li> <li>• Accountable and Compliant</li> <li>• Fair and Approachable</li> </ul>

## 7. Assurance and Compliance

7.1 By consulting our tenants about our proposed 5 Year Strategic Objectives and Priorities, we are compliant with the following Regulatory Standards:

Compliance Source	Details
The Standards of Governance and Financial Management for RSLs	<p><b>Standard 2</b> - The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.</p> <p><b>Guidance 2.1</b> - The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance, and its future plans.</p>

	<p><b>Guidance 2.4</b> - The RSL actively seeks out the needs, priorities, views, concerns and aspirations of tenants, service users and stakeholders. The governing body listens to its tenants and service users and takes account of this information in its strategies, plans and decisions.</p> <p><b>Standard 4</b> - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.</p> <p><b>Guidance 4.2</b> – The governing body ensures that the RSL provides tenants, residents and service users with easy and effective ways to provide feedback and raise concerns, and ensures that the RSL considers this and provides a quick and effective response.</p>
The Scottish Social Housing Charter	<p><b>Outcome 2: Communication</b> - Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <li>tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.</li> </ul> <p><b>Outcome 3: Participation</b> - Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <li>tenants and other customers are offered a range of opportunities that make it easy for them to participate in, and influence their landlord's decisions at a level they feel comfortable with.</li> </ul>

## 7.2 Evidence Bank

Evidence	Assurance Exercise Location
<ul style="list-style-type: none"> <li>Report and attachments for 25/02/26 meeting</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory Standard 2 – Guidance 2.1 and 2.4</li> <li>Regulatory Standard 4 – Guidance 4.2</li> <li>Scottish Social Housing Charter – Outcome 2 Communication and Outcome 3 Participation</li> </ul>

7.2.1 Committee is reminded that our Assurance Exercises are available in the Committee Log-in Area of our website, which Committee can access at any time.

## **8. Summary and Decision Required**

8.1 We began our preparations for our new 5 Year Business Plan in November with our planning day at which 5 Strategic Objectives were identified. These objectives along with associated priorities were considered and initially approved by Committee at its January meeting, to be put out for tenant and stakeholder consultation.

8.2 The outcome of the consultation is covered under section 2 of this report which shows that the majority of respondents support our plans for the next 5 years. Further information about the consultation results is covered in attachment 11.1.2.

8.3 The draft Strategic Objectives and Priorities, as initially approved at the January meeting, are attached (11.1.3) for Committee's further consideration and final approval, subject to consideration of the consultation feedback.

8.4 Risk has been considered at Section 4.

8.5 Section 5 shows how consulting our tenants/stakeholders over our proposed Strategic Objectives/Priorities for the next 5 years, contributes to the delivery of our strategic objectives.

8.6 Section 6 shows how consulting our tenants/stakeholders over our proposed Strategic Objectives/Priorities for the next 5 years, contributes to the application of our core values.

8.7 Section 7 sets out how we comply with Regulatory Standards and the Scottish Social Housing Charter.

8.8 Committee is asked to consider this report and attachments and, taking account of the consultation feedback, decide whether any amendments (including additions and deletions) should be made to the 5 Year Strategic Objectives and Priorities.

8.9 Committee is asked to note that a draft plan of Year 1 strategic priorities (for each strategic objective) will be presented at the March meeting for consideration and approval along with Section Operational Plans for each department.

## Business Plan 2026 - 2031: Proposed Strategic Objectives - Consultation

We are currently developing our new Business Plan for the next 5 years and would like to hear your views on our proposed Strategic Objectives and associated Priorities. The consultation will run until **5 pm on Monday 16th February 2026**. As a thank you for taking part, your name (if you choose to provide it) will be included in a prize draw for the chance to win one of 6 x £25 gift cards. **Please note the prize draw is for tenants only.**

\* Required

1. Strategic Objective 1 - Provide quality affordable homes. To deliver this objective we will:

1. Invest in maintaining and upgrading existing stock to meet modern standards (energy efficiency, safety, accessibility).
2. Continue delivery of cyclical maintenance programme.
3. Implement sustainability measures to reduce carbon footprint and comply with net-zero targets.
4. Expand the supply of affordable homes through new developments, acquisitions, reduced re-let times.

To what extent do you agree with our strategic objective and priorities? \*

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

2. If your answer is disagree or strongly disagree it would be helpful if you could explain

3. Is there anything else you think we should be doing in relation to providing quality affordable homes? \*

- Yes
- No
- Don't know

4. If your answer is Yes, please provide your suggestions below. It would be helpful if you could explain why we should do these.

5. Strategic Objective 2 - Adopt a person centred approach in all our activities. To deliver this objective we will:

- 1. Continue to work with and support our Tenants' Group to drive improvements at Rosehill.
- 2. Improve our understanding of our tenants and service users' needs and expectations to inform services provided and strengthen tenant involvement in decision-making.
- 3. Introduce digital platforms to improve engagement, communication, and self-service options.
- 4. Provide tailored support to vulnerable tenants and service users to promote inclusion and well-being.
- 5. Embed employee wellbeing into day-to-day work practices.

To what extent do you agree with our strategic objective and priorities?

\*

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6. If your answer is disagree or strongly disagree it would be helpful if you could explain

7. Is there anything else you think we should be doing in relation to adopting a person centred approach in all our activities? \*

- Yes
- No
- Don't know

8. If your answer is Yes, please provide your suggestions below. It would be helpful if you could explain why we should do these.

9. Strategic Objective 3 - Deliver value for money. To deliver this objective we will:

1. Optimise operating costs to achieve value for money without compromising quality.
2. Review our organisational structure to ensure our resources are focused on the right things.
3. Seek opportunities to access relevant funding streams to support our work.

To what extent do you agree with our strategic objective and priorities? \*

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly disagree

10. If your answer is disagree or strongly disagree it would be helpful if you could explain

11. Is there anything else you think we should be doing in relation to delivering value for money? \*

- Yes
- No
- Don't know

12. If your answer is Yes, please provide your suggestions below. It would be helpful if you could explain why we should do these.

13. Strategic Objective 4 - Achieve the highest standards in all that we do. To deliver this objective we will:

1. Ensure we remain compliant with Financial, Legal and Regulatory Requirements. 2. Ensure our Committee and Staff have access to high quality training and support to enable them to carry out their roles effectively. 3. Embed continuous improvement culture and monitor performance across all services. 4. Strengthen financial resilience through long term planning, frameworks, and effective risk management.

To what extent do you agree with our strategic objective and priorities? \*

- Agree
- Strongly agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

14. If your answer is disagree or strongly disagree it would be helpful if you could explain

15. Is there anything else you think we should be doing in relation to achieving the highest standards in all that we do? \*

- Yes
- No
- Don't Know

16. If your answer is Yes, please provide your suggestions below. It would be helpful if you could explain why we should do these.

17. Strategic Objective 5 - Contribute to flourishing communities. To deliver this objective we will:

1. Build and contribute to effective partnerships for the betterment of our tenants, service users, and local community.
2. Ensure Rosehill is represented at a strategic and operational level in plans for the local area.
3. Promote community cohesion and reduce exclusion.
4. Continue and create community initiatives to become our communities trusted partner.

To what extent do you agree with our strategic objective and priorities? \*

- Agree
- Strongly agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

18. If your answer is disagree or strongly disagree it would be helpful if you could explain

19. Is there anything else you think we should be doing in relation to contributing to flourishing communities? \*

- Yes
- No
- Don't Know

20. If your answer is Yes, please provide your suggestions below. It would be helpful if you could explain why we should do these.

21. Do you want someone to contact you about any of the feedback you have provided? \*

- Yes
- No

22. Do you want your name included in the prize draw? \*

- Yes
- No
- Not applicable

23. If you have answered yes to either question 21 or 22, please provide your name, address and phone number (and email if you have one) below:

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Table 1 - Questions 1, 5, 9, 13, 17 – To what extent do you agree with our strategic objective and priorities?

Based on 30 respondents (27 online and 3 paper returns)

Question No. and Strategic Objective	Strongly agree or agree	Neither agree nor disagree	Strongly disagree or disagree	Total
Q1. Relates to Strategic Objective 1 (Provide quality affordable homes)	26 (87%)	3 (10%)	1 (3%)	30 (100%)
Q5. Relates to Strategic Objective 2 (Adopt a person centred approach in all our activities)	29 (97%)	1 (3%)	0	30 (100%)
Q9. Relates to Strategic Objective 3 (Deliver Value for Money)	28 (93%)	2 (7%)	0	30 (100%)
Q13. Relates to Strategic Objective 4 (Achieve the highest standards in all that we do)	25 (83%)	5 (17%)	0	30 (100%)
Q17. Relates to Strategic Objective 5 (Contribute to flourishing communities)	27 (90%)	2 (7%)	1 (3%)	30 (100%)

Table 2 - Respondents who answered disagree or strongly disagree to Questions 1 and 17

Question	No. of Respondents	Reasons
Q1. Relates to Strategic Objective 1 (Provide quality affordable homes)	1	We're getting too big, we should be concentrating on our current homes and keeping down rents, which are constantly rising
Q17. Relates to Strategic Objective 5 (Contribute to flourishing communities)	1	I agree you should be doing it, but you don't, when I phoned to find out about a planning application on our road, you knew nothing, said you'd find out and report back. You failed on all counts. I found out for myself

Table 3 - Questions 3, 7, 11, 15 and 19 – Is there anything else you think we should be doing in relation to ...?

Question No.	Yes	No	Don't know	Total
Q3 – relates to Strategic Objective 1 (Provide quality affordable homes)	8	15	7	30
Q7 - Relates to Strategic Objective 2 (Adopt a person centred approach in all our activities)	3	17	10	30
Q11 - Relates to Strategic Objective 3 (Deliver Value for Money)	1	16	13	30
Q15 - Relates to Strategic Objective 4 (Achieve the highest standards in all that we do)	0	20	10	30
Q19 - Relates to Strategic Objective 5 (Contribute to flourishing communities)	2	15	13	30

Table 3.1 – If respondents answered Yes to Questions 3, 7, 11, 15 and 19, comments provided

Question No. and Strategic Objective	No. of respondents that answered “Yes”	Suggestions/comments
Q3. Relates to Strategic Objectives 1 (Provide quality affordable homes)	8	<p>You have provided excellent houses, some with parking, but the tenants still park on the pavements and with bins still left on the street you have an obstacle course to get through.</p> <p>Surrounding environment &amp; Anti social behaviour needs tackling</p> <p>Building single or two bedroom homes to give younger people a chance of getting a house.</p> <p>Consider ensuring there is a downstairs bedroom / shower for disabled people in family houses, the only houses that provide this, is lower 4 in a block houses, I know people who had to go with Glen Oaks in Arden, to get a suitable home, taking them away from supporting family within the community. It’s not only Rosehill in our community who don’t have many houses with downstairs facilities, most housing associations do, I only realised this when it affected our family.</p> <p>Build new houses and let them out to current tenants waiting on transfer list . Modernise original stock by replacing old metal door frames and concrete skirting boards. the original stock housing never seems to have energy saving upgrades such as solar panels. Heat pumps modern bathroom suites etc.</p> <p>The kitchen layout in our house is really difficult to make functional. I presume other tenets in similar property types</p>

		<p>will have same issues. Review and update layout would be very welcomed.</p> <p><b>Moving developments forward</b></p> <p>Better soundproofing as current sound proofing in flat is inadequate</p>
Q7 - Relates to Strategic Objective 2 (Adopt a person centred approach in all our activities)	3	<p>Possibly update Facebook page, as most people are familiar with Facebook.</p> <p><b>Listen to what your tenants needs are and act accordingly. For example if their current house is causing significant health problems get them moved to more suitable accommodation.</b></p> <p><b>Liaise with HSPC</b></p>
Q11 Relates to Strategic Objective 3 (Deliver Value for Money)	1	<p><b>Stop wasting money on frivolous gestures, especially winter calendars and community nonsense, our rents are getting too high , I don't care what other organisations are paying, we set this up to improve the original stock and keep rents low, now we're expanding rapidly &amp; rents rising just as fast</b></p>

Q19 - Relates to Strategic Objective 5 (Contribute to flourishing communities)	2	<p>Ask the cleansing why they only sweep streets once a year</p> <p>Expanding a bulk uplift service to all tenants would improve the look of the area as fly tipping and bulk is becoming a big issue.</p>
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Table 4 - Other comments from survey

Doesn't refer to a particular strategic objective	<p>Nope, but the prize draw is a prime example of the frivolous waste of money I refer to</p>
This relates to Q17. Relates to Strategic Objective 5 (Contribute to flourishing communities)	<p>Respondent had selected that they agree with our plans but made the following comment:</p> <p>You could help encourage a nicer place for your tenants to live by making sure gardens are maintained front and back. to a basic level and that no one's garden is in such a state that there is an abundance of vermin living in them. The roadsides could be maintained so that you are not trailing mud into the house every time you need to go out to your car. There could be more areas of pavement lowered for wheelchair users as at the moment there are not many and people park in front of the ones we do have. There could be some sort of EV charging facilities put in place locally which would be helpful for drivers who want to help the environment.</p>
This relates to Q19 - Relates to Strategic Objective 5 (Contribute to flourishing communities)	<p>The respondent answered "don't know" to the question is there anything else you think we should be doing in relation to contributing to flourishing communities. However, the respondent made the following comment:</p> <p>"Unsure if this is the place but I've an issue to raise regarding the area.</p> <p>Peat Road/Priesthill Road junction is an accident hot-spot. Vehicles are often heard/seen accelerating away from lights very</p>

	<p>aggressively. Hearing the street described as a race track is common. Past 12 months I'm personally aware of at least 8 vehicle collisions."</p>
<p>This relates to Q15 - Q15 - Relates to Strategic Objective 4 (Achieve the highest standards in all that we do)</p>	<p>The respondent answered "No" to the question is there anything else you think we should be doing in relation to achieving the highest standards in all that we do. However, the respondent made the following comment:</p> <p>"I don't think Rosehill should or could achieve any higher standards as all that they do is more than the highest that could be done. They go over and above already staff and workmanship, repairs etc are impeccable."</p>

Any comments highlighted in yellow signify it was an anonymised response.

## Appendix 2 – Proposed Strategic Priorities for New Strategic Objectives

<b>Strategic Objectives</b>				
1. Provide quality affordable homes	2. Adopt a person centred approach in all our activities	3. Deliver value for money	4. Achieve the highest standards in all that we do	5. Contribute to flourishing communities
<b>Strategic Priorities</b>				
<p>1. Invest in maintaining and upgrading existing stock to meet modern standards (energy efficiency, safety, accessibility).</p> <p>2. Continue delivery of cyclical maintenance programme.</p> <p>3. Implement sustainability measures to reduce carbon footprint and comply with net-zero targets.</p> <p>4. Expand the supply of affordable homes through new developments, acquisitions, reduced re-let times.</p>	<p>1. Continue to work with and support our Tenants' Group to drive improvements at Rosehill.</p> <p>2. Improve our understanding of our tenants and service users' needs and expectations to inform services provided and strengthen tenant involvement in decision-making.</p> <p>3. Introduce digital platforms to improve engagement, communication, and self-service options.</p> <p>4. Provide tailored support to vulnerable tenants and service users to promote inclusion and well-being.</p> <p>5. Embed employee wellbeing into day-to-day work practices.</p>	<p>1. Optimise operating costs to achieve value for money without compromising quality.</p> <p>2. Review our organisational structure to ensure our resources are focused on the right things.</p> <p>3. Seek opportunities to access relevant funding streams to support our work.</p>	<p>1. Ensure we remain compliant with Financial, Legal and Regulatory Requirements.</p> <p>2. Ensure our Committee and Staff have access to high quality training and support to enable them to carry out their roles effectively.</p> <p>3. Embed continuous improvement culture and monitor performance across all services.</p> <p>4. Strengthen financial resilience through long term planning, frameworks, and effective risk management.</p>	<p>1. Build and contribute to effective partnerships for the betterment of our tenants, service users, and local community.</p> <p>2. Ensure Rosehill is represented at a strategic and operational level in plans for the local area.</p> <p>3. Promote community cohesion and reduce exclusion.</p> <p>4. Continue and create community initiatives to become our communities trusted partner.</p>