

# Rosehill

Housing Association Limited



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# Section 1: Introduction, Purpose and Developing our Plan

This is our new 5 Year Business Plan. It covers the period 2026 – 2031.

We enter this new planning period from a position of stability. Our recent transition to charitable status strengthens our ability to access wider funding options and enhances Committee recruitment opportunities. Our governance model remains strong, supported by a committed Management Committee whose membership has been strengthened through recent appointments.

This Plan sets out the strategic direction of Rosehill as determined by the Management Committee as the Governing Body. It has been developed by our Management Committee and Management Team, and in consultation with our Staff Team, Tenants and other key Stakeholders.

# Section 1: Introduction, Purpose and Developing our Plan

## This plan:

- is a working document;
- defines our vision and strategic objectives for the next five years;
- identifies the resources and skills necessary to achieve our objectives;
- assists in identifying ways to ensure continuous improvement across the organisation;
- takes account, where relevant, of local and central government strategies and priorities;
- takes account of the key risks which flow from our objectives, activities and external influences.

## Our approach

Planning - We began our planning processes with a Business Planning Day which was attended by our Management Committee and Management Team and, facilitated by our Governance Consultant. The event covered: what is business planning and why it is important; an overview of the achievement of our last plan and our operating environment. This resulted in a revised SWOT analysis and strategic risks, a new Vision, Strategic Objectives and Values.

## **Consultation**

We consulted our tenants, staff and other stakeholders on our plans for the next 5 years.

## **Informing and Supporting**

When developing the plan we considered:

- Scottish Housing Regulator: Business Planning – Advisory Guidance June 2024;
- GWSF: Making your Business Plan the focal point of strategy and decision making – Guidance January 2024;
- Standards of Governance and Financial Management (February 2024);
- GCC's Housing Strategies and Plans
- SIMD 2020
- Overview of our performance
- Our latest Tenant Satisfaction Results 2026
- Revised 5 and 30 Year financial projections

## Remaining Independent:

As part of our business planning process, we considered whether our current model – independent community based RSL – remained fit for purpose, and what, if anything, might change that.

Based on Rosehill's strong financial position, good performance, strong governance and compliance status with SHR, it was concluded that to best serve the interests of our tenants, Rosehill should remain an independent community based RSL.

# Section 2: Our Vision, Values and Strategic Objectives

## OUR VISION

Provide quality affordable homes, supporting flourishing communities by working in strong partnerships.

## OUR VALUES

### EXCELLENCE

(always strive to do our best in everything we do)

### TRUSTED

(by our tenants, service users, stakeholders, partners and our people)

### TRANSPARENCY

(be open, honest, and clear about our activities, plans and decisions)

### ENGAGED

(we will listen and be responsive to the needs of our tenants, other customers and our people)

## STRATEGIC OBJECTIVES

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

# Section 3: About Us



## **Legal and Constitutional Structure:**

Rosehill is a community based, charitable registered housing association. We are a Registered Society under the Co-operative and Community Benefit Societies Act 2014. We are also registered as a property factor. We are regulated by the Scottish Housing Regulator. Our constitution is based on the Scottish Federation of Housing Association's Charitable Model Rules (Scotland) 2020.

## **Management Committee:**

Our Management Committee has the important responsibility of leading and directing Rosehill: determining our business strategy, supporting and overseeing the achievement of our objectives, ensuring our compliance with legal and regulatory requirements, and maintaining our financial viability.

Committee Members are elected at our Annual General Meeting. Vacancies that arise during the year can be filled by appointing people through the casual vacancy route or through co-options in accordance with our Rules. All Committee Members serve on a voluntary basis. We can have a maximum of 12 Committee Members and a minimum of 7. Our current Committee consists of 10 Members, 8 of whom are tenants and 2 are non-tenants.

Our Management Committee has established 2 sub-committees which have been delegated certain responsibilities, in accordance with our Standing Orders.

## **Staff:**

We have a staff team of 21 which is led by our Chief Executive. Our staff sit within 4 main teams: Corporate Services & Human Resources, Finance & IT, Housing Services and Technical Services.

# Section 3: About Us



## Our Tenants:

In order to gain a fuller understanding of our tenants, we use information that is provided anonymously to us by our tenants, from our property records, satisfaction surveys and external data relating to the local area. Some key findings are:

- \* 15% of our tenants are under 35 years of age and 24% are aged 65 and over;
- \* 80% of our tenants are White Scottish; this increases to 91% when we include other White Groups;
- \* 9% are from a range of ethnic groups including African and Asian;
- \* 49% of tenants state they have a disability and 37% indicated their disability relates to mental health;
- \* 4% of our tenants are experiencing a degree of overcrowding;
- \* 32% of our tenants are experiencing a degree of under-occupation.
- \* 93.3% of our tenants are satisfied with the overall service provided by Rosehill
- \* 97.5% of our tenants are satisfied about being kept informed about our services and decisions
- \* 96.3% of our tenants are satisfied with the opportunities to participate in decision making

Pollok has undergone considerable transformational change over recent years, however the latest findings from the Scottish Index of Multiple Deprivation (SIMD) shows that a number of our homes continue to fall within the 5% most deprived data zones in Scotland. This persistent deprivation is associated with a range of factors, including low levels of employment and income, poor health outcomes, and elevated rates of crime.

# Section 3: About Us



## Our Homes:

We own and manage 1045 homes, the majority of which are houses (669 no./ 64%) and four in a block properties (273 no /26%) alongside a smaller number of tenemental flats. Our housing stock includes two wheelchair accessible properties and one supported accommodation unit.

This varied housing stock enables us to meet the needs of a broad range of households including, single people, couples, families, older people and households with accessibility needs.

High levels of performance in our repairs service together with strong compliance with the Scottish Housing Quality Standards (97.51%), underpins our asset management strategy.

Through life cycle costing, 30 year investment overview and delivery of our planned and cyclical works, means we continue to invest in our homes to ensure they remain well maintained, fit for purpose and homes of choice.

## Our Services:

We deliver a range of housing and property services including:

- Home Allocations
- Rent collection
- Property repairs
- Cyclical and planned maintenance
- Factoring service
- Garden Assistance Scheme
- Close Cleaning Service (chargeable) at Priesthill tenements
- Bulk uplift service for the Nitshill and Priesthill tenements
- Anti Social Behaviour (ASB) Silver Service
- Medical Adaptations



# Section 3: About Us



## Our Performance

### Governance led Approach

Performance management is a core part of our governance framework. It provides the Management Committee with the assurance needed to make well informed decisions, meet regulatory expectations, and maintain strong oversight of how effectively we deliver our strategic objectives.

Our performance framework is designed to ensure that the Committee's strategic priorities cascade directly into operational plans, service targets and individual objectives. This alignment supports collective accountability and ensures that progress against the Business Plan remains visible, measurable and actionable throughout the year.

### Reporting and Assurance

The Management Committee receives structured quarterly reporting covering performance, risk, financial health, tenant safety and compliance.

This provides a comprehensive view of organisational effectiveness and allows the Committee to identify emerging issues early. Benchmarking, external audits, and regulatory submissions further strengthen this oversight.

### Evidence driven Improvement

Our performance management approach is built around reliable data and tenant insight. We use KPI trends, customer feedback, stock condition information and financial projections to test our assumptions, evaluate service effectiveness and prioritise improvement activity. This evidence base informs Committee scrutiny and supports transparent decision making.



# Section 3: About Us

## Our Performance

### Accountability and Culture

Managers review performance at team and one to one level, ensuring a consistent approach across the organisation. Staff appraisals, supervision and training are explicitly linked to strategic and operational priorities, supporting a culture where learning, ownership, and continuous improvement are expected and embedded.



### Tenant Centred

Tenant experience is a core measure of organisational performance. Insights from surveys, complaints, engagement activity and day to day contacts feed directly into service reviews and improvement plans. This ensures our services remain responsive, targeted and aligned with tenant needs and expectations.

### Regulatory Compliance and Governance Standards

Our performance management approach underpins our compliance with the Scottish Housing Regulator's Standards of Governance and Financial Management. Annual self-assessments, assurance statements, risk reviews, audit activity and safety compliance reporting ensure the Committee can demonstrate strong governance and fulfil its responsibilities with confidence.



# Section 4: Our Operating Environment

We consider the environment we operate within, in both a local and wider context. How we operate, and what we set out to do over the life of this plan, can be impacted and influenced by various factors.

## WIDER CONTEXT

Cost of Living Crisis	Inflation fluctuating (3.2% Nov 2025); higher prices/ costs; 861,000 in fuel poverty; approx. 61% social housing tenants affected.
Housing Emergency	Glasgow housing emergency declared in 2023 and national emergency 2024; Rosehill allocates a minimum of 45% of lets to Section 5 referrals.
Net Zero/Climate Change	Scotland net zero by 2045; Scottish Housing Net Zero Standard (SHNZ) unclear; high investment costs; risk of reducing living standards; Rosehill continuing to monitor requirements.
Political Landscape	UK Labour Govt in 2nd year; Scottish elections May 2026; commitments to Housing to 2040; major focus on homelessness, affordability, net-zero policy..
Domestic Abuse Act 2021	Part 2 expected 1 Aug 2026; allows tenancy transfer to victim-survivors; guidance and tenancy agreement updates underway.
Ageing Population	Scotland's population reached 5.5 million (mid 2024); Glasgow's population growing faster; significant ageing to mid-2040s with implications for adaptations to houses and increased support

Areas performing well

- 75.51% of our houses meet the Scottish Housing Quality Standard (SHQS)
- Emergency repairs completed in 2.65 days
- Emergency repairs completed in 2.65 days
- 95% tenants were satisfied with the repair and maintenance service
- 100% of anti-social complaints reported in year were resolved

Areas for improvement

- 83.44% of repairs were completed right first time
- On average, we re-let our empty homes in 58.95 days
- 79.48% of tenants were satisfied our contribution to the management of the neighbourhood



# Section 4: Our Operating Environment



## LOCAL CONTEXT

Tenant Engagement

Low survey participation: trend reflected nationally; digital engagement must be complemented by low-barrier options.

Staff Turnover / Absences

Past 5 years affected by staff shortages which impacts service delivery. Focus going forward on wellbeing, reducing turnover, utilising staff strengths.

IT Digital

Digital tools are helpful but must be inclusive; multiple accessible channels and practical support to overcome barriers; co-design with tenants must be paired with assisted-digital routes to avoid exclusion.

Tenants' Aspirations

Warm, efficient homes; timely repairs; safety; communication; cost of living remains dominant concern; aligns with SHR focus.

Rent Affordability

Affordability central in rent policy; Recognise the strong link between housing costs and poverty. Rosehill will maintain a cautious approach to rent increases.

# Section 4: Our Operating Environment



## S Strengths

- \* Strong financial position
- \* Good Leadership and Governance
- \* Maintained affordable rents
- \* Low debt levels
- \* Properties well maintained
- \* Good Performance
- \* Good Reputation
- \* High levels of Tenant Satisfaction
- \* Effective working relationships
- \* Business plan used effectively

## W Weaknesses

- \* Limited capacity to grow/increase housing stock
- \* Void re-let times
- \* Low returns to consultations
- \* Digital exclusion
- \* Staff not at full capacity
- \* Access to properties
- \* Low rents compared to other RSLs

## O Opportunities

- \* Additional funding opportunities
- \* Digital Transformation
- \* Recruitment of new committee members
- \* Wider engagement (media/app)
- \* Land owned for new builds
- \* Digital engagement
- \* Tenant engagement / participation
- \* Review tenant engagement
- \* Provide additional services
- \* Partnership working

## T Threats

- \* Unknown net zero costs
- \* Housing Emergency pressures
- \* Business resilience (tested)
- \* Demand outweighs supply
- \* Increase in rent arrears
- \* Financial impact of low rents
- \* Increased maintenance costs
- \* Cost of living
- \* Increasing standards
- \* Current economic climate



# Section 5: Risk Management

## Horizon Scanning

Rosehill recognises that its operating environment continues to evolve. To support proactive governance, the Management Team routinely horizon-scan for new and emerging risks. Where early indicators suggest potential impact on strategic objectives, these are escalated where appropriate and incorporated into the Risk Register once sufficiently understood.

## Scenario Planning

Our approach is further strengthened through scenario planning and stress-testing, which assess the resilience of our financial and operational plans under a range of future conditions.

## Assurance

Assurance is supported by our Three Lines Model, bringing together management controls, governance oversight and independent auditing to ensure transparency and confidence in our risk management arrangements.



# Section 5: Risk Management



## Our Approach

Rosehill maintains a comprehensive, proportionate and forward-looking approach to risk management that supports strong governance, organisational resilience and the delivery of our strategic objectives.

Through this approach, Rosehill ensures it can anticipate and respond to challenges, safeguard long-term resilience and support the successful delivery of our Business Plan.

## Managing Risk and Appetite

Our Strategic Risk Register is focused on the most significant areas of potential impact and is reviewed regularly by the Management Team, the Audit & Risk Sub-Committee and the Management Committee. Regular monitoring ensures that risk management remains fully embedded within business planning, financial forecasting and performance management.

We operate a structured Risk Management Framework that is aligned to our risk appetite. This framework ensures that risks are identified, assessed and managed in a consistent and proportionate way, supported by clear ownership, defined controls, mitigation actions and assurance sources.

# Section 6: Financial Management



## Financial Resilience

We take an evidence-based approach to setting rents, balancing rising costs with the need to protect tenants from affordability pressures. This is supported by robust assumptions, active arrears management and strong tenant engagement.

Our investment planning remains focused on maintaining the quality, safety and energy efficiency of our homes, with a clear pathway for the longer-term requirements of the Social Housing Net Zero Standard.

## Financial Position

Rosehill remains in a strong and sustainable financial position, supported by robust long-term planning and a disciplined approach to managing resources.

Our financial strategy ensures that we can continue delivering quality homes and services while protecting affordability for tenants.

## Financial Planning

Each year, we refresh our long-term financial plans of 5- and 30- year modelling to ensure it reflects changing economic conditions, our asset investment needs, and our commitments to future standards, including the transition to net zero.

This planning demonstrates stable financial performance, healthy cash reserves, and continued compliance with all lender and regulatory requirements. Rosehill's low levels of borrowing and prudent treasury management further strengthen our resilience.



# Section 6: Financial Management



## Stress Testing

To ensure Rosehill remains financially secure, we undertake comprehensive testing of our plans against a range of future scenarios, including cost increases, changes in income and shifts in national policy. These tests confirm that Rosehill is well placed to manage future pressures, supported by strong governance, effective risk management and value-for-money practices.

## Stress Test Scenarios

Scenario	Assumption Change	Min Cash	Peak Debt
Original	No Change	£1.47m	£11.44m
+10% Planned maintenance	Contractor inflation	-£1.83m	£11.44m
+10% Reactive & Void maintenance	Contractor inflation	£0.37m	£11.44
+2% interest rates	Rate increase	£1.37m	£11.44m
+2% Voids & Bad debt	Tenant hardship	-£1.83m	£11.44m
+10% Management costs	Political & general inflation	-£4.95m	£11.44
All of the above	Combination	-£12.68m	£11.44
All of the above – No development	Stability combination	£2.05m	£1.05
+7.5% Max inflation over assumed	How far	£0.1m	£11.44
Inflation only rent increase	Tenant hardship	-£14.65m	£11.44m

## Key Financial Assumptions

Area	Base Assumption
Inflation (CPI)	5% Y1; 5% Y2; 2% thereafter
Rent Policy	4.8% 2026/27; CPI+1% thereafter
Voids & Bad Debt	2% of rental income
Lifecycle Costs	£54k per unit
Salaries	EVH deal to 27/28; CPI thereafter
Pensions	SHAPS DB 12% ERs all staff affordability
Development	£11.441m years 3–5
Net Zero	£16m provisional

# Section 7: Delivering our Plan and Measuring our Success

We deliver our Vision and Strategic Objectives through the following framework:

## Annual Section Operational Plans

Chief Executive Annual Priorities Plan;  
Corporate Services & HR, Finance & IT,  
Housing Services and Technical Services Operational Plans



## Work Plans All Staff

## Monitoring and Reporting Outcomes / Performance



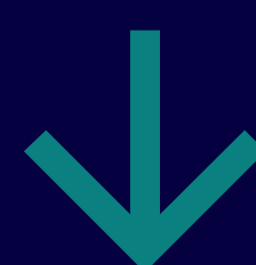
Quarterly Performance Management Reporting to the Management Committee



Twice Yearly Staff Appraisals  
Quarterly 1-2-1's for Staff (based on work plans)



ARC / KPI's



Section Op Plans - Outcomes/Results



Quarterly Benchmarking (Members of SHN)



# Section 7: Delivering our Plan and Measuring our Success

## STRATEGIC OBJECTIVE 1: Provide quality affordable homes

Strategic Priority	Objective / Target: Year 1	Objective / Target: Years 2 - 5
Invest in maintaining and upgrading existing stock to meet modern standards (energy efficiency, safety, accessibility).	Replacement kitchens and boilers to SST and Craigbank (1C); replacement bathrooms to Johnsburn and New Hurllet	We will replace: radiators in 242 properties; kitchens and boilers in 477 properties; bathrooms in 234 properties and external doors and windows in 344 properties
Continue delivery of cyclical maintenance programme.	Carry out our cyclical works including gas servicing; smoke detectors; carbon monoxide detectors; electrical checks; gutter cleaning; painterwork; roof anchors; open space maintenance	Carry out our cyclical works including gas servicing; smoke detectors; carbon monoxide detectors; electrical checks; gutter cleaning; painterwork; roof anchors; open space maintenance
Implement sustainability measures to reduce carbon footprint and comply with net-zero targets	Complete exercise to review our current stock position and costed solutions to meet potential targets.	Monitor Scottish Govt requirements and any available funding; Create a list of assumptions that can be relied on for financial planning.
Expand the supply of affordable homes through new developments, acquisitions, reduced re-let times.	Completion of refurb works at 48 Linnhead Dr (5 units); Commence refurb work at 40 Ravenscraig Drive (7 units); Review the feasibility of development at Gowanbank; consider any available acquisitions; Form new 3-year acquisition strategy and framework and how this can be resourced.	Completion of works at 40 Ravenscraig Drive (7 units); Consider any available acquisitions; Review approach to void contractor resource; Carry out acquisition initiative to achieve annual targets set in strategy.



# Section 7: Delivering our Plan and Measuring our Success



## STRATEGIC OBJECTIVE 2: Adopt a person centred approach in all our activities

Strategic Priority	Objective / Target: Year 1	Objective / Target: Years 2 - 5
<p>Continue to work with and support our Tenants' Group to drive improvements at Rosehill.</p>	<p>Consider new ways to increase recruitment to tenants' group – hold recruitment events; Look at training courses for members; Devise an induction pack for new members (expectations, etc)</p>	<p>Develop a clear recruitment / succession plan for tenant groups; Depending on uptake, consider a tenants' champion role; Consider wider community tenants' groups i.e. Rosehill and other local landlords; Give tenants' group responsibility for organising and hosting a community event; Carry out a 5-year review on involvement.</p>
<p>Improve our understanding of our tenants' and service user needs and expectations to inform services provided and strengthen tenants involvement in decision-making</p>	<p>Use feedback from tenant surveys to shape services; Establish short life working groups to involve tenants in key projects; Consider new communication methods (short videos); Look at ways to gather data without drowning tenants in surveys; Benchmark with other landlords; Begin mapping process for Customer Service Excellence, where are we, what do we need to do.</p>	<p>Publish an annual you said, we did document highlighting any projects from tenants' group derived from tenant feedback; Carry out a 2-year review – have we increased our knowledge of tenants over the period? Produce an end of plan report for tenants, evidencing any key involvement from tenants in delivering improvements at Rosehill; Begin assessment process with hope of achieving customer service excellence.</p>

# Section 7: Delivering our Plan and Measuring Success

## STRATEGIC OBJECTIVE 2: Adopt a person centred approach in all our activities

Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
Introduce digital platforms to improve engagement, communication, and self-service options	Identify Digital requirements including tenant preferences; Introduce AI tools such as a chat bot on website; Design and roll out of new website; Implement new housing management system and CRM.	Consider other ways of embedding AI into our digital platforms such as the website; Consider a live chat function? Review website functionality and performance year 1-2; Create an improvement plan for years 3-5; Roll-out self-service tenant portal after pilot to all tenants; Fully utilise Housing Management system digital engagement tools for notification and surveys; Carry out gap analysis in digital tools.
Provide tailored support to vulnerable tenants and service users to promote inclusion and well-being.	Strengthen existing links and research new partnerships with community groups, organisations and projects that can provide support to our tenants and service users; Analyse findings from Dementia Awareness Research Project and in conjunction with the Village Story Telling Centre, develop a Community Dementia Map; Research funding opportunities available to promote inclusion and well-being amongst our tenants and service users; Survey tenants to establish if current social activities held are still of interest.	Continually look to access additional services that provides support to vulnerable tenants and service users; Access funding opportunities available to alleviate social isolation amongst vulnerable tenants Look at alternative/additional social activities; Review Community Dementia Map and look to address any gaps where possible.



# Section 7: Delivering our Plan and Measuring our Success



## STRATEGIC OBJECTIVE 2: Adopt a person centred approach in all our activities

Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
Embed employee well-being into day-to-day work practices.	<ul style="list-style-type: none"> <li>Begin work with the Potentially You Project to devise a 5-year employee wellbeing strategy;</li> <li>Reintroduce staff ideas;</li> <li>Attempt again to establish a staff representative committee;</li> <li>Devise a behaviours framework based on new values / strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Look at introducing well-being champions within each team;</li> <li>Work with Potentially You Project and staff to design wellbeing improvements and initiatives;</li> <li>Consider new ways of working flexibly;</li> <li>Roll out of wellbeing initiatives following design in year 2;</li> <li>Consider ways to gather feedback on employee wellbeing following roll out of new initiatives;</li> <li>Continue to build on wellbeing, look at where we were and where we are;</li> <li>Apply for IIP Gold Award.</li> </ul>

## STRATEGIC OBJECTIVE 3: Deliver Value for Money

Optimise operating costs to achieve value for money without compromising quality or service	<ul style="list-style-type: none"> <li>Develop a value for money strategy encompassing all that we do;</li> <li>Adopt a cost-conscious culture: Staff awareness, training, spend controls.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Bi-annual supplier performance reviews;</li> <li>Benchmark cost and performance on relative KPIs;</li> <li>Establish partnership with similar RSLs to data share;</li> <li>Review and identify underperforming methods of service for re-design;</li> <li>Re-evaluate supplier KPIs;</li> <li>Review VFM achievements, demonstrate savings and efficiency gains;</li> <li>Refresh VFM strategy for next 5-years;</li> <li>Publish annual Value for Money Statement for tenants and stakeholders.</li> </ul>
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# Section 7: Delivering our Plan and Measuring our Success

## STRATEGIC OBJECTIVE 3: Deliver Value for Money

Strategic Priority	Objective/Target Year 1	Objective/Target Years 2-5
Review our organisational structure to ensure our resources are focused on the right things	<p>Conduct a full review of the current organisational structure, including roles, responsibilities, and capacity;</p> <p>Map each department and task to identify core services, areas of duplication, gaps in resources and opportunities to streamline processes;</p> <p>Produce a report with recommendations, including costs, for any proposed structure changes, ways to streamline current processes, and staff upskilling required.</p>	Consider findings from review and plan for any structural changes required.
Maintaining affordable rents	<p>Annual Rent Reviews – balancing needs of tenants with business needs;</p> <p>Consideration of rent increase options.</p>	<p>Annual Rent Reviews – balancing needs of tenants with business needs;</p> <p>Consideration of rent increase options.</p>



# Section 7: Delivering our Plan and Measuring our Success



**STRATEGIC OBJECTIVE 4:**  
Achieve the highest standards in all that we do

Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
Ensure we remain compliant with Financial, Legal and Regulatory Requirements	<p>Governance Review (by external consultant)</p> <p>Continue to review and update policies and procedures in line with review timescales and/or legislative changes;</p> <p>Continue to ensure staff knowledge on our legal and regulatory compliance requirements (e.g. knowing the codes training);</p> <p>Review platform for Assurance Exercises;</p> <p>Ensure Assurance Exercises are regularly monitored and updated (evidence bank)</p> <p>Complete all financial regulatory returns required to stakeholders.</p>	<p>Policy Reviews as per Annual Timetables;</p> <p>Ensure Assurance Exercises are regularly monitored and updated (evidence bank)</p> <p>Governance Review (by external consultant – year 4)</p>
Ensure our Committee and Staff have access to high quality training and support to enable them to carry out their roles effectively..	<p>Continue to roll out a 12-month training plan for half day closures;</p> <p>Work with managers to consider current organisational training;</p> <p>Develop and Implement Committee Annual Training Programme based on Annual Appraisals;</p> <p>Make better use of e-learning platforms.</p>	<p>Consider different training methods;</p> <p>Look at ways to evaluate training impact on service delivery;</p> <p>Develop and Implement Committee Annual Training Programme based on Annual Appraisals;</p> <p>Look at introducing a library of training materials for staff;</p> <p>Build upon professional qualifications for staff;</p> <p>Set up single point access SharePoint for all policies, procedures, training, and information.</p>



# Section 7: Delivering our Plan and Measuring our Success

**STRATEGIC OBJECTIVE 4:**  
Achieve the highest standards in all that we do

Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
Recruit people with relevant skills and experience to strengthen and enhance the effectiveness of our Committee, by election and co-option.	Identify any skills gap and recruit accordingly; Make use of external recruitment companies to ensure attracting people with the right skills, knowledge and experience.	Identify any skills gap and recruit accordingly; Make use of external recruitment companies to ensure attracting people with the right skills, knowledge and experience.
Embed continuous improvement culture and monitor performance across all services.	Look at ways to improve upon our current performance management reporting; Monitor action plans to ensure carry overs from previous years kept to a minimum; Consider refreshing current KPIs and internal targets; Carry out 2 internal audits p.a. and ensure any recommendations identified are implemented in a timely manner.	Consider introducing internal, departmental audits; Carry out 2 internal audits p.a. and ensure any recommendations identified are implemented in a timely manner.
Ensure our risk strategy and framework continue to be robust and effective	Ongoing monitoring and updating of Strategic and Operational Risk Registers; Ensure risk is considered in all aspects of our activities and for any proposed new plans, projects and services.	Ongoing monitoring and updating of Strategic and Operational Risk Registers; Ensure risk is considered in all aspects of our activities and for any proposed new plans, projects and services.



# Section 7: Delivering our Plan and Measuring our Success

**STRATEGIC OBJECTIVE 4:**  
Achieve the highest standards in all that we do

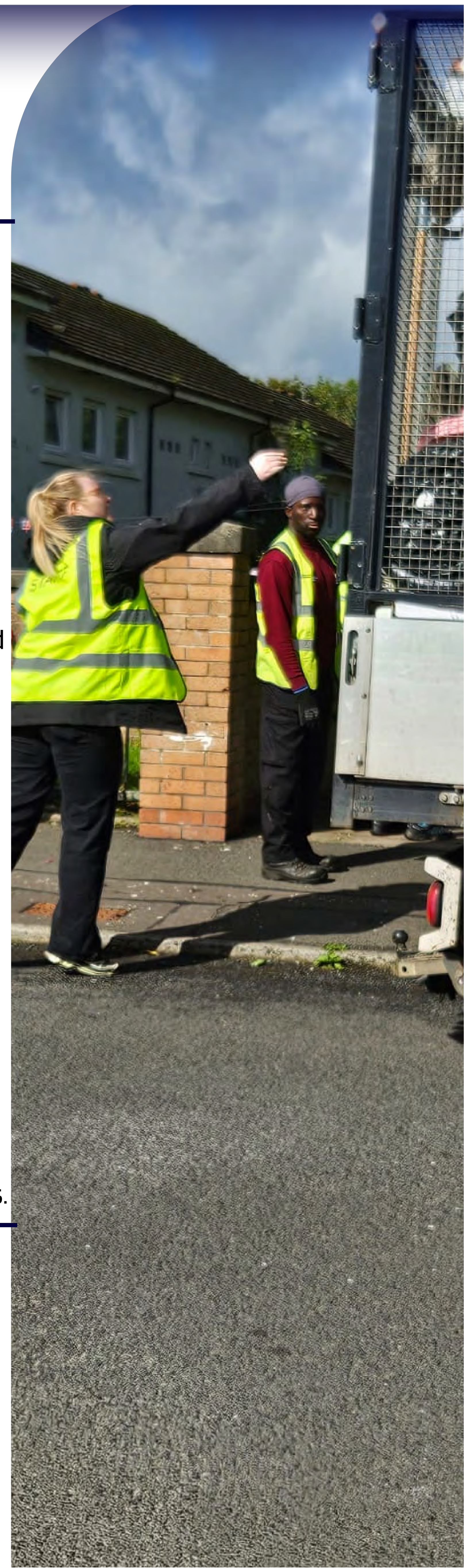


Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
Strengthen financial resilience through long-term planning, frameworks, and effective risk management	<p>Review policies and procedures in line with timetable;</p> <p>Carry out annual budget and introduce half year re-forecasting;</p> <p>Model 5- and 30-year projections annually;</p> <p>Review treasury management arrangements regularly to ensure optimal performance;</p> <p>Increase frequency of Management reporting from quarterly to two-monthly;</p> <p>Engage with funders to build relationships for any potential development funding;</p> <p>Maintain robust risk reviews and horizon scanning and incorporate these in decision making.</p>	<p>Review financial policies and procedures annually and update in line with regulatory timetables;</p> <p>Carry out annual budget and introduce half-year reforecasting;</p> <p>Produce updated 5 and 30 year financial projections each year;</p> <p>Review treasury management arrangements to ensure performance and compliance;</p> <p>Maintain monthly management reporting, Introduce self-service reporting where possible;</p> <p>Improve clarity of cashflow reporting: investment vs operational lines;</p> <p>Engage proactively with funders to support future development and investment needs;</p> <p>Review long-term investment requirements and ensure these are included within financial modelling;</p> <p>Review and improve modelling methods to support timely scenario testing and adjustment;</p> <p>Link financial performance reporting with VFM reviews to support data-driven decisions;</p> <p>Maintain robust risk reviews and horizon-scanning; activities and integrate these into decision-making.</p>

# Section 7: Delivering our Plan and Measuring our Success

## STRATEGIC OBJECTIVE 5: Contribute to Flourishing Communities

Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
Build and contribute to effective partnerships for the betterment of our tenants, service users, and local community.	Review resources available and required in our partnership and community engagement work; Continue to develop partnership with The Village Story Telling Centre.	Map and maintain an up-to-date register of all partnerships and how each supports tenant and organisational needs; Identify partnership gaps and prioritise new collaborations based on community needs (e.g., cost-of-living, digital access, youth engagement, community development) Formalise key partnerships and develop action plans for joint initiatives that deliver measurable community outcomes; Evaluate outcomes of partnership work and use a review framework to expand, refine, or withdraw from partnerships as needed; Expand collaboration with health, social care, education, and preventative support agencies; Publish an annual community partnership impact report with progress and next-step actions.
Seek opportunities to access relevant funding streams to support our work.	Consider opportunities for accessing external funding streams.	Consider opportunities for accessing external funding streams.



# Section 7: Delivering our Plan and Measuring Success

## STRATEGIC OBJECTIVE 5: Contribute to Flourishing Communities



Strategic Priority	Objective / Target Year 1	Objective / Target Years 2-5
<p>Ensure Rosehill is represented at a strategic and operational level in plans for the local area</p>	<p>Continue to be represented on Greater Pollok Area Partnership; Continue to be represented at Environmental and Community Safety meetings Map all existing representation forums and how these support tenant and organisational needs; Identify gaps and fill with opportunities aligned to strategic objectives and priorities.</p>	<p>Continue to be represented on Greater Pollok Area Partnership; Carry out an annual review and gap analysis to identify where additional representation would benefit the organisation, tenants or the community; Fill representation gaps by targeting opportunities aligned to strategic priorities and community needs; Ensure Rosehill participates in forums and partnerships where this is proportionate and delivers clear value to the organisation, tenants, or local communities</p>
<p>Continue and create community initiatives to become our communities' trusted partner</p>	<p>Review the introduction of a Community Fund reserve, to be utilised in the community, by the community; Engage tenants on policy priorities; Set out framework and policy for Community Fund Continue to hold our annual fun day; Establish dementia friendly community in line with feedback/outcome from research project; Identify additional /alternative social activities to help reduce social isolation.</p>	<p>Review the Community Fund annually, assessing distribution, demand, impact, and utilisation; Adjust the scope, framework and policies of the Community Fund based on feedback and community needs; Explore opportunities to link the Fund with wider partnership networks to maximise reach and impact; Identify additional external funding and match-funding opportunities to expand community support; Continue to promote the Community Fund and encourage community access and applications; Continue to hold the annual fun day event as a key community engagement activity.</p>



## FURTHER INFORMATION

**If you have any questions about this document, or would like further information about our plans for 2026-2031 please contact us:**



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