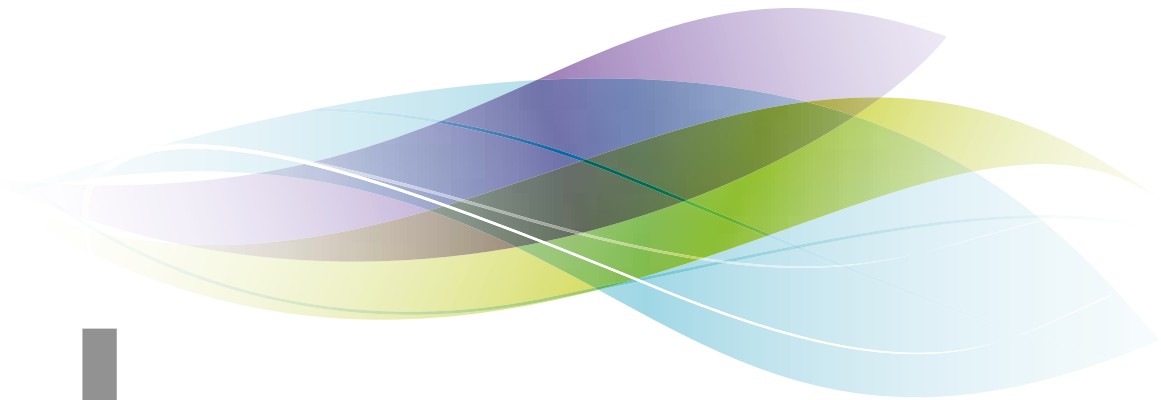


THE WAY FORWARD FOR THENUE

OUR STRATEGY 2023-2028



thenue
HOUSING

*“For our customers, homes and communities
– being the best that we can be”*

INTRODUCTION

Thenue has continued to develop over the last year with a new Chief Executive, Executive Management Team and ways of working which deliver for our customers and people in our organisation. Emerging from the pandemic, we are building on the flexible, responsive approach we were able to take to be there for our customers and communities.

We are all facing many challenges - economic, social and environmental - and our strategy builds on foundations we have been strengthening to reflect our changing environment. Having set the direction of the organisation, our leadership team, including the Board of Management, will lead and monitor progress, ensuring we remain

on the right track. People across the organisation will own the delivery of our objectives, identifying new, innovative and productive ways of working and meeting targets, involving and responding to our customers to ensure we are delivering valued services.

In 'being the best we can be', we are clear that our focus remains:



Our customers -
delivering excellent service.



Our homes -
maintaining and developing
quality, affordable homes.



Our communities
- adding value in our
communities.

And enabling this:



Our people -
realising potential and recognising
achievement.



Our partners -
working together effectively and
innovatively.

This strategy will be underpinned by a number of supporting strategies including; governance and risk, housing development (including environmental and sustainability commitments), communication & engagement, people and wellbeing, repairs and maintenance and I.T. The detailed action plans are contained in the annual business plan.

STRENGTHENING THE FOUNDATIONS

Commitment to being part of our communities and meeting the needs of our customers have been the main foundations of Thenue since our inception. Coming out of the pandemic we have learned and strengthened those and other foundations, demonstrating our commitment to excellence and 'being the best we can be'. The strategy will continue to build on these foundations.

Our journey continues in becoming a more innovative, modern and agile organisation. We retain a strong focus on our service delivery and connections with both our staff and customers. Our flexible approach to working which includes a mix of working from home, in the community and at our offices allows us to be more agile and productive, helping us to meet the needs of both customers and staff.

We continue to work collaboratively with new and existing partners to help us develop new ways of meeting both national and local strategies such as delivering affordable and sustainable rents, reducing homelessness, meeting our energy efficiency and "net zero targets", and housing quality standards.

OUR PURPOSE, VISION & VALUES

What we do, why we do it and how we do it - the next five years:

Our Purpose

'Delivering quality and affordable homes with excellent customer service....improving homes, lives and communities'.

Our Vision

*'Quality homes and stronger communities where people want to live'
We want to make a lasting positive impact on our tenants' lives and the neighbourhoods in which they live.*

Our Values

PASSION: *We are committed, determined and motivated*

EXCELLENCE: *We aim to be the best we can be*

RESPECT: *We treat everyone with courtesy and dignity, recognising diversity*

CONNECTION: *We listen and actively engage with our customers and communities*

OUR STRATEGIC OBJECTIVES

To deliver our vision for 2028 we will focus on the delivery of our strategic objectives and outcomes. Our objectives and outcomes are centred around 5 new strategic themes which are:



Customers – in further building our culture, we want to see and truly put your voice as customers at the heart of all that we do.



Homes – we aim to develop and maintain homes which meet people's needs, being fit for the future, while being energy and cost efficient.



Communities – we aim to create sustainable, resilient and connected communities where people's wellbeing and opportunities are enhanced.



People – our people will be skilled, ambitious, innovative and responsive working within an inclusive, agile and collaborative environment.



Partners – we aim to grow, improve and provide excellent service delivery through partnership working and being recognised as a partner of choice.

CUSTOMERS

We recognise that in building on our culture, we need to evaluate further the way we communicate so that we can build better relationships, realise the change in culture we want to see and truly put the **customer voice at the heart of what we do**. Some of this will involve new technology but it will also involve developing further opportunities for effective engagement with staff, customers and stakeholders. With this in mind, we will review our Communication and Engagement Strategy and ensure it is aligned with our direction of travel. A new Tenant App is being developed in conjunction with customers with a view to being launched in 2023. This

App will provide an improved digital offer and access for our customers to build upon the internal mobile working that provides our staff better access to information whilst working in the neighbourhoods.

As an organisation, we will embark on a renewed focus on service excellence and customer service actively working with our colleagues to identify opportunities to deliver improved and enhanced services. We will develop a *customer first* approach further, where everyone feels responsible and responsive to the needs of our service users.

Strategic Objectives For Customers....

- Proactively working with customers to help sustain tenancies.
- Customer needs are central to our service delivery.
- A responsive, efficient, modern and agile service delivered for our customers.
- Improved communication and satisfaction
- Affordability of homes and services
- Increased opportunities for customer engagement.
- Increasing customer input into what we do and how we do it.

HOMES

In our 2020 Customer Survey the development of quality, new, affordable homes was one of the top 3 priorities for our tenants. With recent developments we have also seen tenants benefit from moving into properties that more effectively meet their needs or are more energy efficient, keeping bills to a minimum. New developments also have a transformational effect within our neighbourhoods as seen in Calton. We've delivered 77 new properties there in 2022, creating quality, modern places where people want to live. There is significant demand and need for affordable housing in our areas and we continue to work with our partners to plan the development of available and suitable sites. All

of our development plans will be economically sound, with robust financial and risk assessments. We will produce a renewed housing development plan in 2023 based on further meetings with partners in relation to future funding and opportunities.

To ensure the maintenance of our existing properties we have reviewed the life cycles of our main components so that we have a clear focus on investment needs going forward. The Board and Executive Team will continue to focus their attention on the most effective way to manage our budget to ensure we can meet investment needs.

Strategic Objectives For Homes...

- Improving lives with over 3000 properties now delivered and more in the pipeline.
- Focusing on areas where development will enhance the community, environment and meet customer needs.
- Ensuring our investment in our current stock focuses on what matters to tenants and the performance of their homes.
- Provide a robust repairs and maintenance service, which is responsive, reliable and offers value for money.
- Invest in new affordable homes for rent, working with partners to design new, creative, energy efficient and low maintenance homes.

COMMUNITIES

We are committed to working alongside our communities in order to improve our services and to enable them to make a difference themselves. The Area Associations are recognised locally as successful and effective. Supporting them in delivering projects central to local communities will enable us to continue to demonstrate our commitment to partnership working and building sustainable and resilient communities. We'll play a central role in bringing services together to improve the delivery and collaboration through partner agencies.

Our Community Regeneration team also works continuously alongside our Area Associations to create opportunities within our communities, with a focus on involvement and wellbeing.

We will continue to actively source funding that enables us to provide additional services, such as the grants for providing energy advice and assistance. In addition, we will support our Area Associations to bid for funding and identify opportunities that enables and empowers them to make a positive impact within their communities.

Strategic Objectives For Communities...

- Identify opportunities for adding value in our communities by working with relevant groups, partners and individuals in our communities.
- Build deeper, stronger relationships with those communities that inform our contribution.
- Continue to develop our positive reputation within our communities.
- Work alongside our communities to create opportunities to empower and enable delivery within the neighbourhoods.

PEOPLE

Wellbeing is central to our thinking and the pressure of the last few years on staff and tenants cannot be underestimated. At Thenue, our innovative working model helps us to address this, allowing staff to work more flexibly, enabling them to more efficiently meet the needs of our customers while at the same time balancing their own individual needs.

Internally, we aim to support our teams and individuals with reviews of both our People and Wellbeing Strategies reinforcing Thenue's commitment to a

healthy internal environment. They will also reflect the Executive Management's passion for investing in people, as evident in our Investors in People Platinum status which we will endeavour to retain. We will also develop a comprehensive succession plan within a supportive culture that truly values people. We will invest in development plans that enable people to grow and reach their potential. In doing this, we will strengthen our organisation's ability to meet the needs and aspirations of our customers.

Strategic Objectives For People...

- Deliver a modern, inspiring and creative place to work where productivity goes hand in hand with wellbeing, personal responsibility, and teamwork.
- Embed our flexible working model with customer service and focus at heart
- Invest in, develop, and retain our talent with the aim of supporting personal growth and creating true succession.
- Develop performance and wellbeing management to recognise achievement, support development and customer focus.
- Maintaining our Investors In People Platinum status.

PARTNERS

Delivering on our objectives and communicating that progress will enable us to further build on our positive reputation. In addition, we aim to build stronger relationships with our partners by bringing innovative and well thought through ideas and solutions to the table and building trust and confidence in our ability to work collaboratively. This will be enhanced as we build an innovative team of people who look beyond the traditional ways of doing things to more creative methods. To do this we will look for and share best practice both within the housing sector and beyond.

We want to build partnerships with regard to new build, but also in other areas, for example in the development of new technologies. Our work with companies such as

Housing Insight in regards to mobile working technology is starting to be recognised in the sector. There are also opportunities in relation to community work and homelessness. Over the coming year we will identify priority areas for developing further partnerships and opportunities.

We will work alongside our partners on environmental and sustainability issues to further develop consistent strategic goals that come from shared discussion and ideas. Our aim is to reduce energy costs and usage in our new homes, existing homes and other facilities such as the office and community centres wherever possible. We have a commitment to reducing our carbon footprint as an organisation and will review this annually.

Strategic Objectives for Partners...

- Work effectively with existing partners to develop responses to national and local strategies.
- Develop relationships with new partners, looking beyond housing for inspiration and creative approaches.
- Build on our reputation with partners, to be seen as a partner of choice because of the value we add.
- Develop measurable environmental and sustainability goals in collaboration with our partners. Set measurable goals towards net zero carbon during the course of this strategy.

THE NUE TOWARDS 2028...



Over the course of this strategy we aim to get closer to our customers, putting them at the heart of what we do.

Working with our customers, we want to help develop more resilient communities, playing our part in supporting people through the current cost of living crisis and improving the social and economic picture where we can.

We will have created an increasingly modern, agile and responsive organisation that works with its customers and partners, co-creating solutions, services and improvements. Our strategy will deliver technological and digital innovation that enhances and improves our service delivery. We want to also be an organisation that can clearly demonstrate investment in its people, their wellbeing and creates opportunities for

development. We aim to retain our Investors in People Platinum level status, which gives a clear indication of our commitment to our people.

We aim to be a partner of choice, a partner that is recognised for helping to address poverty and homelessness within Glasgow. But we also want to be a partner which helps to support and empower our communities to grow their skills, opportunities and wellbeing.

We will also make significant strides in the transition to net zero carbon, improving both the efficiency of our homes and the environments in which our tenants live.

The Strategic Outcomes we aim to achieve by 2028 under each of our Strategic Themes are as follows:



FOR CUSTOMERS..

‘Becoming a truly customer-driven organisation with consistently excellent, personalised services and positive relationships built on respect and trust.’



FOR HOMES..

‘Developing and maintaining homes that meet the needs of people over a lifetime, being fit for the future, while being energy and cost efficient.’



FOR COMMUNITIES..

‘Creating sustainable, resilient and connected communities where people’s wellbeing and opportunities are enhanced.’



FOR PEOPLE..

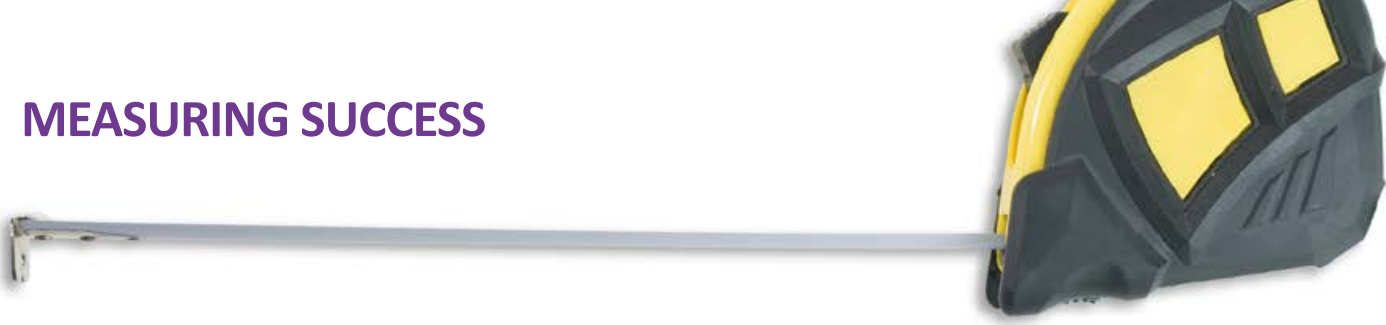
‘Ensuring we have skilled, ambitious, innovative and responsive people working within an inclusive, agile and collaborative environment.’



FOR PARTNERS..

‘Creating growth, improvement and excellent service delivery through partnership working and being recognised as a partner of choice.’

MEASURING SUCCESS



We will actively look to measure success, identify achievements and recognise contribution across all areas of our business. Such information will not only enable us to meet our strategic objectives, but also allow us to share our successes and improve further where we need to.

Our customers and other stakeholders will also provide us with feedback. For example the Scrutiny Panel will provide us with their view of the things we do well and where we need to improve. In addition, a full survey of our tenants will be conducted during 2023, providing us with a wealth of feedback that we can build on.



OUR BUSINESS PLAN

Our business plan provides detailed plans for delivering our strategy and is updated annually, before being approved by our Board of Management. It will set the context for agreeing our investment plans and budgets for the coming year.

EMBEDDING OUR STRATEGY

In order to embed the strategy:

- As an organisation, our teams and individuals will own and implement our strategy, leading by example and reinforcing the links between our purpose, vision, strategic objectives and our outcomes.
- Ensure clear and effective communication regarding messaging and key outcomes.
- Empowerment is at the heart of delivering and embedding changes to our service delivery and delivering this strategy. Our staff will set their individual objectives and aims linked to our strategic objectives, helping them to effectively play their part in our success.
- Create a more flexible organisation to work effectively, efficiently, and collaboratively towards better outcomes.
- Ensure we are able to measure progress, and share this within the organisation so that we can review and react where needed, but also demonstrate the progress we make.
- New style performance reviews, focused on our values, our behaviours and delivering our strategic objectives.



CONCLUSION

Our values may not have changed, but, with this strategy, we aim to create clarity about our strategic vision, objectives and outcomes that are about our

CUSTOMERS, HOMES, COMMUNITIES, PEOPLE AND PARTNERS.

The next couple of years will be particularly challenging for our tenants and sustaining tenancies and our investment in homes as we work to maintain our financial strength and ability to deliver for our customers. However, the foundations for strategic success have been built and strengthened in the last few years. The flexibility and responsiveness we are building into the way we work, together with a culture that values people, excellence and innovation, will help us to achieve our goals. Working together and with passion, we will not only strengthen Thenue, but the communities in which we serve and operate. It is a challenging but also an exciting time for Thenue.

‘For our customers, homes and communities - being the best that we can be.’

Thenue Housing Association Ltd
423 London Road, Glasgow, G40 1AG Tel: 0141 550 3581
admin@thenuehousing.co.uk
www.thenuehousing.co.uk

Authorised and Regulated by the Financial Conduct Authority
Registered society under the Co-operative and Community Benefit Societies Act 2014 (No 1933R(S))
Charity registered in Scotland (No SC032782). Property Factor Registered Number PF000268