

<b>Group Business Plan and Core Values</b>	<b>Sanctuary Scotland Housing Association</b>	
	<b>Integrity</b>	<ul style="list-style-type: none"> <li>We act with honesty and integrity in all that we do.</li> <li>We'll do the right thing, even if it's not the easy thing.</li> </ul>
	<b>Ambition</b>	<ul style="list-style-type: none"> <li>We invest in and care for our people and communities.</li> <li>We seek opportunities to grow our business.</li> </ul>
	<b>Quality</b>	<ul style="list-style-type: none"> <li>We focus on delivering positive outcomes for our customers.</li> <li>We have high standards; providing efficient and effective services.</li> </ul>
	<b>Sustainability</b>	<ul style="list-style-type: none"> <li>We continue to build a sustainable business model for our people and our customers.</li> <li>We deliver services ourselves wherever possible.</li> </ul>
	<b>Diversity</b>	<ul style="list-style-type: none"> <li>We respect and value the diversity of our people.</li> <li>We are committed to fair access to services for all of our customers.</li> </ul>
<b>BUILDING NEW HOMES</b>		
Building homes for people to own and those in need  <i>Ambition</i> <i>Quality</i> <i>Diversity</i>	<ul style="list-style-type: none"> <li>Working closely with our development colleagues in delivering new homes and ensuring handover processes are efficient to minimise rent and void loss.</li> <li>Monitoring our Mid Market Rent products to ensure we understand the market place on a geographical basis to support growth in the right locations.</li> <li>We will be open to partnership and acquisition opportunities that provide housing options for our customers.</li> <li>Ensuring the use of the service centre as first point of contact supports the successful and efficient delivery of our customer services.</li> <li>Monitoring our operating model and staffing structure to ensure it sustains and supports the growth of the organisation.</li> </ul>	

PROVIDING COST EFFECTIVE SERVICES	
<p>Realising the benefits of our technology investment</p> <p><i>Quality</i> <i>Sustainability</i></p>	<ul style="list-style-type: none"> <li>• Actively participate in the Group’s Modern Workplace strategy and ensure proposals meets the needs of Scotland’s staff and customers.</li> <li>• Ensuring One Sanctuary is optimised to support efficiency in the delivery of services.</li> <li>• Ensuring that our processes continue to evolve to support the efficiency of our operating model and that staff are actively engaged in this.</li> <li>• Ensure continued momentum in embracing mobile working to support our customers in their homes and communities.</li> <li>• Supporting digital inclusion for our customers by investigating potential sources of funding and project options</li> <li>• Lone working and ensuring that our technology supports the safety of our staff and customers.</li> <li>• Considering how technology can be used to support our tenants in scrutinising our services.</li> <li>• Development of governance portal to support the efficient servicing of our Board of Management.</li> </ul>
<p>Embedding improved and more efficient ways of working</p> <p><i>Integrity</i> <i>Quality</i> <i>Sustainability</i> <i>Diversity</i> <i>Ambition</i></p>	<ul style="list-style-type: none"> <li>• Embedding our core values in everything that we do.</li> <li>• Healthy Working Lives will be rolled out across Scotland to support a resilient and engaged staff group.</li> <li>• Ensure our Investors in People working group adds value and supports staff in effective service delivery.</li> <li>• Our operating model and staffing structure changes implemented 1 April 2018 will continue support improvement in operational performance and customer service.</li> <li>• Use of Wednesday morning training sessions to develop and empower staff and evaluate the outcomes for our business.</li> <li>• Ensure performance improvement is a key focus of our teams and that our Improvement Action Plan evolves to support this.</li> <li>• Use the results of the STAR satisfaction survey carried out externally to address areas for improvement and incorporate these into the Improvement Action Plan.</li> <li>• Delivering our merger promises to our tenants, rent increase of no more than RPI plus 0.5%, additional support services and much needed accelerated capital investment and energy efficiency in their homes.</li> <li>• Assessing our services to ensure that equality is embedded in our practices and any barriers to accessing services are recognised and removed.</li> <li>• We will review our provision of support services in our Sheltered Housing complexes in Aberdeenshire in light of changes that have taken place in Aberdeen city and Dundee (where support services are no longer delivered by Sanctuary).</li> </ul>

ACHIEVING HIGH QUALITY STANDARDS	
<p>Supporting struggling businesses and assets</p> <p><i>Ambition</i> <i>Integrity</i></p>	<ul style="list-style-type: none"> <li>• Our operating model will support the growth of the organisation.</li> <li>• Our reputation and influence as a housing organisation of systemic importance will make us a parent/partner of choice.</li> <li>• Our performance improvement will support our reputation as a potential parent/partner.</li> </ul>
<p>Maintaining and improving our properties</p> <p><i>Integrity</i> <i>Quality</i> <i>Sustainability</i></p>	<ul style="list-style-type: none"> <li>• Our Re-investment priorities will support the long-term sustainment of the quality of our stock.</li> <li>• Ensuring that the requirements of the Energy Efficiency Standards for Social Housing are met.</li> <li>• Progressing the Asset Management Strategy for Scotland approved in October 2018.</li> </ul>
<p>Listening to our customers and investing in communities</p> <p><i>Integrity</i> <i>Quality</i> <i>Diversity</i> <i>Sustainability</i></p>	<ul style="list-style-type: none"> <li>• Ensure the new review panel structure operating in Scotland is embedded as a key vehicle for tenant involvement and members will feel that they have a real and tangible influence on the services they receive.</li> <li>• We will support review panel members with appropriate training and resources.</li> <li>• We will develop closer connections with our Resident Scrutiny Panel in England to ensure our tenants influence extends to services provided centrally.</li> <li>• Our Community Investment Plan for Scotland will recognise our communities in most need of investment and we will fund projects that meet the wider needs of these communities.</li> <li>• Scrutiny of tenant satisfaction feedback to ensure we use this to improve our services.</li> </ul>
<p>Upholding uncompromisingly high standards of governance and risk management</p> <p><i>Integrity</i> <i>Quality</i> <i>Sustainability</i> <i>Diversity</i></p>	<ul style="list-style-type: none"> <li>• We will retain and recruit the right governance structure members with the right skills and the right commitment.</li> <li>• We will ensure our mid market rent subsidiary, Sanctuary Homes (Scotland) Limited promotes the success and development of the product.</li> <li>• We will continue to review our governance structure to ensure its efficiency and effectiveness.</li> <li>• We will provide good quality training and support to our members.</li> <li>• We will cultivate positive relationships with the Scottish Housing Regulator and Scottish Government.</li> <li>• We will ensure that our Risk Map correctly reflects our business and the external environment in which we operate. and that our decisions are taken in this context</li> <li>• We will focus on the new regulation framework when published by the Scottish Housing Regulator to ensure compliance at the highest level</li> </ul>