

Partnerships

The Eildon Group is committed to working in partnership to deliver the best service for our customers and the communities we serve. Key activities related to our partnership activity are recorded in the implementation plan of our 5 Year Strategy.

Below is a list of the key partnerships that we currently support and we believe will be important to us over the lifetime of this strategy.

New Ways The Borders Housing Network is represented on the Borders Community Planning Partnership. Currently the representative on this group is the Chief Executive of Eildon HA. This forum provides a key vehicle for ensuring that RSLs can play a full and active role in delivering the Single Outcome Agreement for the Scottish Borders

Borders Housing Network The Network consists of 4 indigenous RSLs in the Borders: Berwickshire HA, Scottish Borders HA, Waverley Housing and Eildon HA. This group meet regularly to discuss matters of common concern and to share good practice. The group is committed to work collectively to promote affordable housing interests in the Borders and to collaborate on projects when beneficial

National Bodies The Eildon Group are full and active partners in a range of national groupings including the Scottish Federation of Housing Associations, the Rural and Islands Housing Association Forum, the Chartered Institute of Housing and various professional bodies. Active engagement with these groupings is viewed as essential, especially during periods of significant change such as the present time.

In addition to the multi member partnerships listed, the Eildon Group recognises some very key bi-lateral partnerships that are essential to future activity. These include:

Scottish Borders Council The Group is committed to working closely with the local authority as the statutory agency for housing and social work. We have particular interests in addressing affordable housing supply, responding to homelessness issues, sustaining tenancies, assisting in the delivery of the Transforming Older People's Strategy (TOPS), providing quality care services and delivering wider support to Borders Communities

Scottish Government The Eildon Group will continue to work closely with Scottish Ministers and their civil servants in the delivery of grant funded affordable housing. We will also work in partnership to develop new models of funding and will seek to influence housing and care policy



Supporting Single Outcome Agreement Strategic Priorities

As a charitable organisation committed to “..excellence in the provision of housing, care and support services for the individuals and communities we serve”, it is important that we understand the environmental context that we work within.

The Scottish Borders is a large, predominantly rural area with a rising population. The current population has a high proportion of older people, and this is expected to significantly increase in the future.

The settlement structure is based around relatively small towns and villages, with no one settlement dominating and each area exhibiting characteristics specific to that location. This is reflected in our current stock base where we have a presence in over 40 different settlements in the Borders. It also highlights the requirement that we utilise our local connections and intelligence to tailor our activities to meet the specific needs of the individual communities that we operate within.

We recognise that the Borders is a low income economy, and that this fuels the demand for high quality, affordable housing. We also recognise that parts of the Borders housing market exhibit significant levels of pressure, with in-coming households competing with locals for the housing stock that exists, causing prices to rise beyond the reach of a significant proportion of the population.

In addition to us recognising the need and demand that exists in the area, we also work closely with others to ensure our activities support the work of our partners.

A key aspect of this is ensuring we assist in the delivery of the Scottish Borders Single Outcome Agreement (SOA). We can directly link our activities to two specific priority local outcomes in the SOA:

- There is a good supply of high quality affordable housing.
- People live independently, with support, wherever necessary.

We can also indirectly link our activities to at least 8 other priority local outcomes, therefore ensuring that we are fully integrated into broader efforts of our partner agency's working in the Borders.



Eildon Housing Association Ltd
The Weaving Shed, Ettrick Mill
Dunsdale Road, Selkirk TD7 5EB
Tel: 01750 725900 www.eildon.org.uk



Caring, Committed, Connected, Creative

5 Year Strategic Plan – Summary Edition 2011–2012/16

Our Mission Statement

The Eildon Group is committed to excellence in the provision of housing, care and support services for the individuals and communities we serve.



Corporate Values

During the course of 2010/11 the Board approved a new set of corporate values that will guide the activities of the Group. This was a detailed and inclusive process that both reflected on inherent values within the organisation and also focussed on the right values that would help the organisation meet future challenges.

Caring	“We care about what we do, the people we work with and the customers we serve”
Committed	“We work together to provide affordable, high quality homes, care and support services”
Connected	“We are part of the communities we serve and believe we can make a real difference”
Creative	“We are ready to meet the challenges of the future with enthusiasm and new ideas”

Following the adoption of these values, all Eildon staff have attended ‘Customer Service’ training to highlight how these values translate into the work we do on a day-to-day basis. Alongside this work, as of April 2011, these Corporate Values will be reflected in the job descriptions and performance appraisals of all Eildon staff through the operation of a competency framework.

The Eildon Group recognises it is important that the Mission Statement and Corporate Values are not simply words printed in strategies and documents, but are fully embedded in all that we do as an organisation.

The Eildon Group Structure

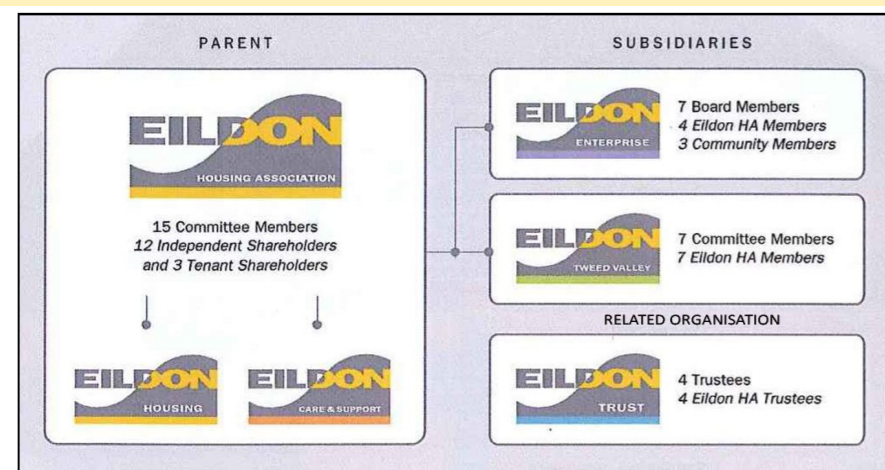
The Eildon Group of companies has been established to enable a wide range of activities to take place without jeopardising the charitable aims of the Housing Association.

Eildon Housing Association Ltd. Is the parent body and is a registered charity and is also regulated by the Scottish Housing Regulator and Social Care and Social Work Improvement Scotland.

Eildon Enterprise Ltd is a non charitable subsidiary of Eildon Housing Association and was created to take forward wider role social enterprise activities.

Eildon Tweed Valley Housing Association Ltd is a non registered housing association—this company is currently dormant.

Eildon Trust is a separate Charitable Trust that was established to provide grants and raise funds for people in need.



Eildon's Strategic Objectives

In order to organise the complex work we undertake, we have organised our activities under the following 6 high level strategic objectives:

1	The Eildon Group will ensure the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks
2	The Eildon Group will ensure it operates within a sound financial framework, protecting our long term viability whilst prudently utilising the inherent financial strength of the organisation in order to meet existing commitments and potential new opportunities
3	The Eildon Group will ensure the delivery of high quality, responsive and affordable housing and support services
4	The Eildon Group will ensure the delivery of high quality, responsive and affordable care services
5	The Eildon Group will manage its current and future property portfolio in line with the principles set out in a Property Asset Management Strategy, working collaboratively to deliver existing and future services
6	The Eildon Group will further develop its organisational capacity by reviewing practices and investing in the human and technical infrastructure of the organisation

Financial Position

Eildon has grown steadily over the years, developing properties and services as opportunities and finances have allowed. We now own and manage over 2,000 properties and deliver a range of care and related services. The majority of this growth has been supported by Government Grants in the form of Housing Association Grant (HAG).

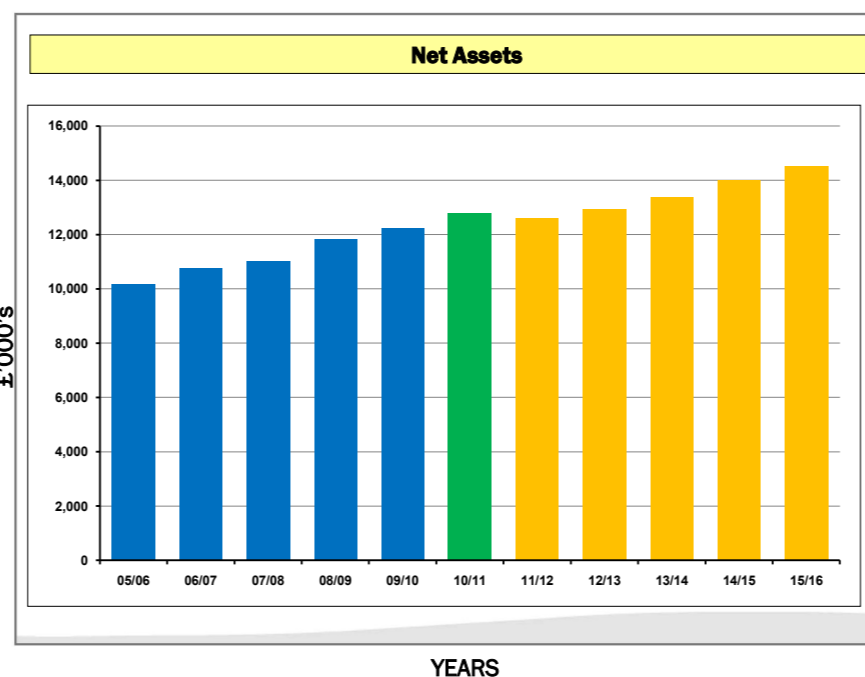
Over the course of the last year the Scottish Government has announced significant changes to the levels and nature of HAG available, indicating that levels of HAG will be much less generous in the future. This has caused us to reassess our position in terms of future growth. While still ambitious to grow our stock base and meet the recognised housing need that exists in our area of operation, we are also mindful of the consequences of decision making on our business over the longer term.

In order to assess our growth potential over the next 5 years, we have taken a position that is balanced, reasonable and relatively cautious. We have modelled this analysis on the basis of HAG at the new benchmark of £40k per unit and assumed, for simplicity, that all new units will be for social rent at levels in line with our current rent matrix.

We recognise that within this analysis there is scope to increase our growth potential, for example by including a proportion of mid market rented new units. However, decisions we will make around this further scope will be dependent on a number of issues that have yet to become clear, such as future Scottish Government Housing Policy.

On the basis of our baseline assessment, we have demonstrated a clear capacity to increase our housing stock over the next 5 years by 177 new properties.

The graph below demonstrates the impact these growth assumptions will have on our Total Net Assets position, which we anticipate will exceed £14m by the end of the strategy period.



Consultation/Engagement

The Eildon Group is open to comment and feedback. We actively engage with our tenants, key stakeholders and staff and encourage regular feedback using both formal and informal processes. We have recently developed an action plan following the Customer Satisfaction survey completed in 2010, and follow up actions are reflected in the 5 Year Strategy.

We recognise the different groups respond in different ways to requests for comment and feedback. We are therefore looking to broaden the range of choices that are available for views to be fed into our decision making processes. However we already encourage consultation feedback in the following ways:

Tenants/Customers

Periodic Customer Satisfaction Surveys

Tenant Newsletters

Website

Issue/Location Specific Consultations

Stakeholders

On-going discussion, requests for informal feedback, proposal testing

Input into Business Planning Processes

Participation in Representative Groups across Borders and beyond

Staff

Staff Association

Issue specific staff Consultation

On-going informal engagement on structure and direction

Staff Away Day/training sessions

We will ensure that we report, both to our Board and our customers, on progress against this strategy. We will also commit to using this information to strengthen the business planning process into the future.



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