



Strategy 2022/23 – 2027/28

50 Years Providing Housing and Care



Executive Summary

The strategy for the Eildon Group over the next 5 years responds to some significant challenges in an ambitious and progressive way. It also covers the period during which Eildon will mark 50 years of service to the people and communities that we were set up to support.

We have a clear and stable framework to support our work, based on the well-established values of being Caring, Committed, Connected and Creative. Following a wide-ranging review and engagement exercise, where we listened to a diverse array of voices, we have focussed our new Strategy on the following key themes.



Our work on sustainability and helping to deliver a just transition to a net zero-carbon economy – where we will progress our plans to invest heavily in our property assets to improve energy efficiency and reduce carbon emissions, as well as taking steps to become a 'Greener Eildon'.



Addressing the social care needs of our communities – where we will progress further plans to develop high quality, residential based older people's housing and care services as well as further develop our approach to support adults with learning disabilities and seek to build on the successful platform of our Borders Care & Repair Service through innovation and expansion.

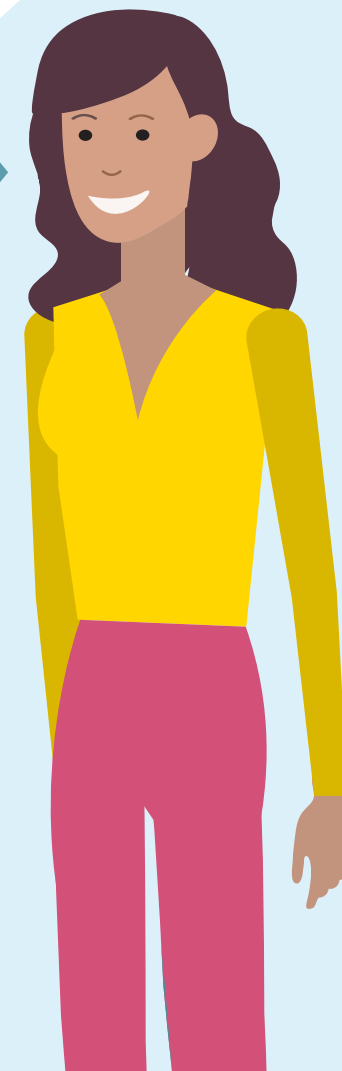


Addressing the housing supply needs of our region – by delivering 800 affordable, high quality, sustainable new homes in the period ahead.



Responding to Customer Needs, Pressures and Aspirations – recognising the challenges being faced across our customer base, we will further develop and expand our support, advice, and assistance services to provide a range of universal and targeted measures.

We are committed to being agile in the delivery of this Strategy and will keep it under constant review, improving, responding and adapting as circumstances require.





Introduction

Eildon Housing Association celebrate our 50th anniversary in 2023, during the lifetime of this strategy period. This significant landmark comes at a time when our work has never been more vital. This new, ambitious strategy further reinforces and continues our commitment to deliver excellent affordable housing, care and support services to the people and communities that we serve.

In addition to the core mission activities that we undertake, we are also mindful that we are currently living through very turbulent times with respect to global political and economic forces, as well as emerging from a very difficult and damaging global pandemic. At the same time, we are faced with what has been described by many as a ‘climate emergency’ and in response we are determined to play a significant part in the efforts to achieve a just transition to a net zero carbon economy.

This somewhat daunting backdrop has encouraged us to focus on where we can make a significant difference over the next 5-year period and has motivated us to set a very progressive and ambitious strategy to ensure that we play our full part in responding to these challenges.

In taking forward this work, we recognise that we will have to remain agile and fleet of foot to adapt our delivery programme to respond to current and, as yet unknown, circumstances. However, we are certain that now is the time to step forward to meet these challenges rather than shrink from them.



Strategic Context

The Scottish Borders

The Eildon Group currently operate exclusively in the Scottish Borders. We are focussed on understanding and responding to the issues and needs within this large, rural and diverse region of around 115,000 people and nearly 55,000 households.

The rural nature of the region is reflected in the fact that the population density is the 4th lowest in mainland Scotland, and even our largest town has a population of less than 14,000 people.

Just as striking is the demographic picture in the Borders, with over a quarter of the population currently in the 65+ year cohort, and projections for the 75+ year cohort to increase by nearly 30% in the 10 years to 2028.

The local economy

The Borders economy is characterised by micro and small businesses, with very few enterprises (currently 10) employing greater than 250 employees. This is a pattern that emerged following the decline of traditional manufacturing industries and a reduction in the numbers of people employed in agricultural activity. The main employers in the Borders are the large public sector bodies of the Local Authority and the Health Board. Although the region is recognised to be a low wage economy, it is increasingly integrated to the wider city region and South of Scotland areas. South of Scotland Enterprise was created in 2020 and is focussed on delivering inclusive growth, increasing competitiveness, and tackling inequality in the region.

The housing market in the Borders

The region has a larger private rented sector than the average in Scotland and slightly smaller social rented sector than elsewhere. Whilst the region generally does not have chronic affordability problems compared with very pressured areas, there is still a clear and measurable shortage of affordable homes in all areas stemming from the lower levels of income within Borders households. This pressure on affordable housing supply is further exacerbated through the current 'cost of living' crisis, and renewed interest in the area through lifestyle moves following the pandemic/lockdown experience. Addressing this imbalance in housing supply across the region has been a major focus of the Eildon Group for many years and remains a key part of our strategy. Eildon has been, and remains, the main provider of new build homes of any tenure within the Scottish Borders.





Delivering in Partnership

The Eildon Group is committed to working in partnership with a range of other organisations in the delivery of our shared objectives.

Our legal and regulatory framework –

Although we are an independent registered charity, the framework that we operate within provides comfort and assurance to our customers and partner organisations. As a Co-operative and Community Benefit Society, delivering affordable housing, regulated care services and private residential lettings we ensure that we deliver best practice in accordance with the following frameworks:

- The Scottish Housing Regulator
- The Office of the Scottish Charity
- The Care Inspectorate
- The Scottish Government (with respect to the receipt of Housing Association Grant and registration as a letting agent)
- Companies House and other legal requirements associated with a trading organisation

Although we are not designated as a public body, there are areas of our operations where we operate under the same

requirements as public bodies, including – Public Procurement, Freedom of Information and Environmental Information Regulations.

We also remain committed to pursuing the Christie Commission (2011)¹ principles of Collaboration, Prevention and Innovation in public service delivery.

As a housing and social care organisation our principal policy direction is derived from the responsibilities overseen by the Scottish Parliament. However, some relevant policy areas such as most welfare benefit payments and energy policy, are reserved to the UK Parliament.

We ensure that we keep abreast of these issues, both directly through our own endeavours and also through membership of representative bodies such as:

¹ <https://www.gov.scot/publications/commission-future-delivery-public-services/> Christie Commission on the future delivery of public services – gov.scot (www.gov.scot)

- The Scottish Federation of Housing Associations
- The Chartered Institute of Housing in Scotland
- The Coalition of Care Providers Scotland
- Homes for Scotland.

Current key policy drivers relevant to this strategy include:

- Our work to help shape and then assist in delivering a **National Care Service** in Scotland²
- Our role in assisting in the delivery of the long-term housing strategy for Scotland as set out in the **Housing to 2040** document³
- Our role in supporting a just transition to a net zero economy⁴ including helping to deliver the objectives of the emerging **Heat in Buildings Strategy**⁵ and the creation of **Local Heat and Energy Efficiencies Strategies (LHEES)** with Borders partners in the immediate period ahead.

² <https://www.gov.scot/policies/social-care/national-care-service/> National Care Service – Social care – gov.scot (www.gov.scot)

³ <https://www.gov.scot/publications/housing-2040-2/> Housing to 2040 – gov.scot (www.gov.scot)

⁴ <https://www.gov.scot/publications/transition-fairer-greener-scotland/> Just Transition – A Fairer, Greener Scotland: Scottish Government response – gov.scot (www.gov.scot)

⁵ <https://www.gov.scot/publications/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings-consultation/> Heat in buildings strategy – achieving net zero emissions: consultation – gov.scot (www.gov.scot)

Our Local Framework

As a Borders based organisation, our principal day to day relationships are focussed on regional activity under the umbrella of the **Community Planning Partnership** and we are actively engaged at regional and locality level with the key players. However, we also use our common purpose with fellow housing associations through the **Borders Housing Network** to collaborate on a wide range of issues including measures to tackle homelessness, employability schemes and efforts to address poverty, discrimination, and sustainable development/carbon reduction amongst other issues.

Specifically in terms of our main purpose, we ensure we contribute to the successful delivery of the following strategies and partnerships.

The Scottish Borders Local Housing Strategy (LHS)

– This sets out the activities and interventions that are required to improve the operation of the housing market (across all tenures) and housing services locally. The LHS is currently under review, but the current strategy is focussed on:

- Improving housing supply
- Improving housing quality and energy efficiency
- Addressing homelessness
- Supporting people to live independently in their own homes.

The Eildon Group plays a leading role in the delivery of all of these priorities.

Our new strategy commits to further strengthening these successful partnerships, and where the need arises, seeking out new partners to collaborate with to achieve our objectives (delivering 86% of the new supply programme spend in 2021/22).



Related to this is the **Strategic Housing Investment Plan (SHIP)** – which sets out the delivery plan for new build affordable housing across the region. Eildon play a central role in providing the opportunities that make up the SHIP and have been responsible for the bulk of the delivery of the plan over many years (delivering 86% of the new supply programme spend in 2021/22).

The Local Development Plan provides the land use planning dimension of the delivery of new housing investments and articulates how our towns and villages will be allowed to change and grow.

With respect to our role in addressing health and social care outcomes, we are represented on the **Integrated Joint Board**. This body brings together planning for the delivery of health and adult social care activities within the region, including residential based services as well as preventive services where Eildon delivers key services and interventions. As mentioned above, these arrangements are currently being reshaped under proposals to create a new **National Care Service**, and we are both seeking to influence and preparing to respond to these arrangements as they are rolled out.

Our commitment to, and influence on, partnership activity and collaboration goes beyond the formal and statutory functions. We engage in wider bodies and activities, such as the Edinburgh and South East Scotland City Region Deal, South of Scotland Enterprise and the Borderlands Initiative in order to promote the interests of those who we serve.

We have also deliberately developed a range of other relationships where we have common cause and where our collaboration can deliver new and exciting initiatives in the region. In recent years, examples of this have included our joint work with Borders College through our Memorandum of Understanding to progress activity on sustainable construction, and social care workforce development. Also of note is our successful work with the Edinburgh based Homeless charity Cyrenians – where we have provided emergency food supply supporting 20+ local community groups and food banks, as well as delivering mental health support to our older population and working in partnership to deliver local 'Housing First' homelessness interventions.

We engage in wider bodies and activities, such as the Edinburgh and South East Scotland City Region Deal, South of Scotland Enterprise and the Borderlands Initiative in order to promote the interests of those who we serve.





Strategy Development

The Eildon Group has a strong, experienced Board, and a highly skilled workforce. However, we recognise the importance of speaking with others to help inform our future work.



We have listened to the messages that have been given and we commit to keep engaging, listening, and responding as we progress with the delivery of this strategy.

We have undertaken a comprehensive engagement exercise to inform our new strategy. This exercise has been focussed on three key groups:

- Our customers (tenants, service users, residents)
- Our stakeholders (partner organisations, clients, consultants)
- Our people (Board, staff)

We have listened to the messages that have been given and we commit to keep engaging, listening, and responding as we progress with the delivery of this strategy.

Much of what we heard through this exercise was supportive of our activities and provided encouragement to continuing doing many of the things that we have been focussed on for the past half century.

We are recognised for the role we play in providing high quality, affordable and responsive services. Our commitment to investing in our housing stock and our extensive new build programme is supported from all quarters. Recently commissioned new services for older people (extra care housing) have been universally welcomed for the contribution they have already made, and will continue to make, to meet a recognised shortfall for our population profile.

Some feedback received was focussed on what more we can do to accelerate activity. Examples in this regard were focussed on further progress to deliver energy efficiency and carbon reduction measures, especially in response to recent fuel cost rises. Encouragement has been given to us to seek out further opportunities to address housing need in targeted communities and

also support the regeneration of specific sites and refurbishment of individual buildings at risk. Our work on anti-poverty measures is recognised and welcomed but not surprisingly in the current climate there is a desire to see what more we can do in this regard working with partner organisations.

We also received some feedback on areas where consultees felt we could do better. We set high standards for ourselves and perform well against objective measures of performance and customer satisfaction. However, like all high performing organisations, we are restless to continually improve and to do better where results fall below expectations. We received some feedback on areas for improvement such as better, quicker and a wider range of communication and feedback opportunities in our relationships with those we serve. We recognise that there is more we need to do in this area and this strategy sets out our commitment to address these issues.





Our Strategy

The Eildon Group have deployed a strategy of consistency allied with innovation over many years in response to the challenges we are seeking to address.

Consistency of our core purpose has provided the bedrock of what we have delivered in terms of housing, care and support services to the people and communities that we serve. Our innovative approach has enabled us to deliver these services across the decades within a dynamic environment, funding framework and ever-changing needs and requirements.

Much of what we plan to do over the next five years will continue our current arrangements. However, further commitment to innovation and fresh thinking is required if we are to continue to succeed in responding to new challenges.

Recent experience has illustrated that we have faced a long run of historical challenges – from the global financial crisis of 2008 and following period of recession and austerity, through to the uncertainty and complications

of Brexit culminating in 2019/20, followed swiftly by the unprecedented impact of the global Covid pandemic of 2020/22 and now the international geo-political challenges caused by warfare in Europe and elsewhere – these remain uncertain times.

However, our view is that the need for our services and the impact we can have locally is more important now than ever, so we remain committed to an ambitious and high growth strategy.

We are however, equally committed to keeping our targets and activities under constant review to ensure they remain sensible, achievable and focussed on the right priorities as we progress through this 5-year period. As mentioned above, the need to be agile in our approach has never been more important.

In addressing the challenges of the period ahead, and following the extensive engagement exercise we have conducted, we have identified four key themes that we have built our new strategy around.

The order they are presented in should not be taken as an indication of their relative importance. They are:



Key Issues and Priorities

In this section, we set out some high-level detail against the four themes that have been identified.



Sustainability and a just transition to a net zero-carbon economy

COP 26 in Glasgow in 2021 reinforced the scale of the challenge and the urgency of action that is required to stop irreversible global climate change. The UK and Scottish Governments have passed legislation and set challenging targets in this regard, and it is incumbent on all of us to play our part in these efforts.

Our focus on sustainability over the next 5 years (and beyond) will be targeted at measures to de-carbonise our property assets alongside our efforts to progress to be a more environmentally sustainable organisation in our operations.

Property Assets – We start from a relatively positive position of having a good knowledge of the performance of our housing stock, and these homes on average are performing well against a range of objective measures. However, careful planning and significant investment is needed to deliver the transition to de-carbonise our asset base. The policy and funding framework in place to support a just transition to a net zero economy is complex and changing swiftly over time, as is the available technology and supply chain factors to deliver the relevant investments, so we plan to proceed taking all of these factors into account.

In order to progress this work, we will commit to the following:

- Cease the installation of carbon emitting gas fired heating systems in new build properties by 2024.
- Deliver the Green Homes pilot new build programme and draw lessons from the independent evaluation to inform future new build techniques and technologies.

- Work with South of Scotland Enterprise, Scottish Borders Council and fellow South of Scotland Housing Associations, to deliver a 'baseline' report setting out the challenge and the opportunities of zero carbon investment in existing homes to jointly create the conditions for delivery (including – procurement, supply chain development, SME support, social enterprise development, training and workforce development.).
- Establish a net present value modelling tool within our property asset management strategy to enable us to fully understand the short, medium and long term impacts of our net zero investments.
- Continue to engage with leading academics, policy makers and thought leaders to keep abreast of emerging technologies and opportunities for net zero investments in different property archetypes and locations.
- Scale up our capacity to track and succeed in competing for grants supporting deliverable and replicable sustainable



technologies – both for Eildon, and where appropriate in partnership – in line with the sustainability annex of the Property Asset Management Strategy.

- Engage with customers to develop a comprehensive delivery plan to guide our retro-fit intentions, balancing the requirement to move quickly and meet targets with consideration of minimising disturbance and disruption within customers' homes.
- Model opportunities to become more self-reliant on our own delivery mechanisms for property repair and retrofit programmes through our own directly employed specialist teams.

A 'Greener Eildon' – we have made various strides in recent years to 'mainstream' our approach to sustainability and progress to become a 'greener' organisation. This strategy commits us to a step change in this regard combining our need to be available and visible to our customers with the requirement to achieve this in a manner that has as little impact on the environment as possible.

In order to progress this work, we will commit to the following:

- Roll out mandatory Carbon Literacy training for all Board and staff members during 2022 with further and enhanced awareness delivered in subsequent years.
- Develop a programme of 'Carbon Literacy Plus' opportunities for specific job roles, starting with Property Asset staff, and deliver this in collaboration with Borders College starting in 2022.
- Progress our positive work with the SHIFT accreditation framework with the target of achieving 'Gold' accreditation by 2023.
- Further develop our approach to Environmental, Social, Governance (ESG) reporting to guide our activity in this area and demonstrate to funders the clarity and diversity of our approach.

Our work on sustainability and delivering a just transition to a net zero-carbon economy – where we will progress our plans to invest heavily in our property assets to improve efficiency and reduce carbon emissions, as well as taking steps to become a 'Greener Eildon'.

- Create an internal, cross departmental 'Greener Eildon' working group to advise on operational changes to assist in achieving carbon savings.
- Develop a formal corporate fleet strategy with an 'electric first' focus for current and future vehicle choices.
- Progress a corporate sustainable transport approach to expand our contribution to the EV charging network and investigate the introduction of an Electric Vehicle Salary Sacrifice Scheme for the organisation.







Addressing the Social Care Needs of our Communities

The Eildon Group has straddled housing and social care services since our inception. In recent years, in recognition of the demographic challenge and the deficit of provision within our region, we made a major strategic move to deliver Extra Care Housing services for older people. We remain committed to further expansion of this model, as well as other developments focussed on older people (including those living with dementia), adults with learning disabilities and preventative services in the community.

Services for Older People

We will commit to the following:

- Continue to develop and refine our newly established services at Dovecot Court and Wilkie Gardens Extra Care Housing.
- Complete the construction of the former Kelso High School Extra Care Housing and commission the service during early 2023.
- Develop plans for Stirches Extra Care Housing in Hawick for delivery by 2025.

- Engage with IJB partners to consider the requirement/demand for any further Extra Care Housing services in other localities.
- Progress plans with a range of partners to utilise Extra Care services as community hubs for health and social care activity and potential expansion of a 'core and cluster' model.
- Review and refresh our sheltered housing model with a view to deliver an extended 'housing with care' model at these locations, subject to an acceptable delivery model and funding structure being agreed.

Learning Disability Services:

We will commit to the following:

- Continue to deliver and refine the Station Avenue learning disability and outreach services from Duns and investigate ways to expand on this model.
- Explore longer term property requirements for the Station Avenue service.
- Further engagement with learning disability commissioners to explore opportunities for bespoke solutions to address 'out of area' provision and other deficits within the region.

Preventative Services in the Community:

We will commit to the following:

- Respond to IJB partners' request to consider increased respite provision across the region.
- Work with IJB partners to maximise the potential of the Borders Care & Repair service to expand its activities and remit to areas such as dementia friendly adaptations, installation of technology enabled care and 'Internet of Things' enabled sensor devices, increased co-ordination to alleviate bed blocking and other inefficiencies with the Health and Social Care interface.
- Further develop our approach to deploy virtual reality dementia empathy training to empower the social care workforce, deliver incremental improvements in design environments, and explore the potential to use as a vehicle to promote 'dementia friendly places' across the region.



Addressing the housing supply needs of our region

The Eildon Group has delivered a continual programme of high quality new affordable homes across the whole of the Scottish Borders. Despite significant recent challenges in terms of operational restrictions, supply chain shortages, labour constraints and cost pressures we are on course to complete our commitment of 750 new homes to address a wide range of housing need.

As well as providing high quality sustainable homes for those in need, this investment also renews our collective housing stock, regenerates derelict sites, creates high

quality new places and neighbourhoods, and injects significant sums of money to the local economy generating jobs, economic multipliers, and wider community benefits.

For all these reasons, we see it as essential that we continue these efforts to help deliver the objectives of the Local Housing Strategy and meet the various forms of housing need that exist across our communities.

In order to achieve these objectives we will commit to the following:

- Conclude the current, Covid delayed, development programme of 750 new homes.
- Aim to deliver up to a further 800 new homes over the period of the new Strategy – resulting in the Eildon stock base raising to around 3,500 homes.

- Provide a clear focus on the future development programme to address:
 - Town centre regeneration opportunities
 - Detailed exploration of the increased use of existing derelict buildings
 - Recognition of the specific housing needs of our smaller rural communities
 - Increased shared intelligence to ensure that the house type and size mix is appropriate, and that particular needs and specialist properties are provided where required.
- Ensure our 'Eildon Standard' new build homes have the modern requirements expected of new homes reflecting issues such as green space, flexibility, accessibility, EV charging, digital connectivity, 'cost of occupation' factors.

The delivery of the scale of programme outlined above is contingent on continued sufficient grant support (both scale and rate) from the Scottish Government, the ability to secure land opportunities, the co-operation of the Planning and Building Standards Committee in terms of securing planning consent and market conditions in terms of contractual arrangements with sufficient high quality construction partners.

Addressing the housing supply needs of our region – by delivering our current new build programme and launching a further programme of up to 800 new homes in the period ahead.





Responding to Customer Needs, Pressures and Aspirations

Notwithstanding all of the other objectives we pursue as an organisation, our overriding duty is to respond to the needs of our customers. In order to do this, we must continue to be a financially strong, robust and viable organisation. However, recognising, understanding, and responding to the challenges faced by our customer base is an important principle for us to prioritise as a socially motivated, charitable organisation.

We know our customer base is not homogenous and has a range of needs and priorities, and we will seek to target specific support and assistance where it is most needed. However, in overall terms, all of our customers require a core service to them that is as strong and effective as possible.




In order to achieve these objectives, we will commit to the following:

- Recommit to a clear ethos within our staff group driving our activities and behaviours to clearly be 'on the customers' side', reflecting the stresses and strains experienced through the current 'cost of living crisis'.
- Further develop our Customer Hub as our first point of contact to ensure we provide a range of high quality, consistent options that customers can choose when contacting us that best suits their individual preferences.

- Respond to feedback by strengthening communication channels with customers, both with respect to progress on transactional matters (i.e. case management responses to individual issues raised with us by customers) and, on key issues such as current and future investment and modernisation plans.
- Strengthen our community partnership role by better development and co-ordination of current activities related to advice and support, food security, community growing, volunteering etc.
- Further enhance our work on fuel poverty through the 'Ambassadors' (collaborating

with Changeworks) Programme of intelligence, information and advice – augmented through partnership work utilising the fuel poverty fund and Fuel Bank Foundation resources.

- Investigate the potential for a radical 'fabric first' energy saving insulation service to install low level draft proofing measures to improve comfort, reduce energy use and save carbon across our customer base.
- Progress, and where possible mainstream our new projects focussed on employability and mental health support targeted at those customers most in need.
- Further enhance and expand our network of key partnerships with current, and where necessary, new organisations to deliver our community support ambitions.
- Continued investment in organisational infrastructure to utilise new technology and modern working practices to drive efficiency and maximise availability of staff resources to engage with and respond to customer priorities.



Responding to Customer Needs, Pressures and Aspirations – recognising the challenges being faced across our customer base with respect to issues related to the 'cost of living' crisis, we will further develop and expand our support, advice, and assistance services to provide a range of universal and targeted measures.

Strategy Delivery

The Eildon Group Five Year Strategy sits at the heart of our Corporate Planning Framework.

We review our Strategy every 3 years, even though it has a 5-year time horizon. In doing this we also review and restate other aspects of our framework – which we refer to as our ‘Golden Thread’.

Purpose

The Eildon Group, delivering excellence in the provision of housing, care and support services for the people and communities that we support.

Values

Caring, Committed, Connected, Creative.

- Externally – we commit to following these values so that customers and stakeholders are clear on what we stand for and they can hold us to account.
- Internally – these are well established and are written into our competency framework that directs our people to the behaviours we are promoting in our work.

Five Year Strategy and Summary

A clear statement on what we are committed to deliver over the 5 year planning period

- Whilst we set out our strategy, we keep it under constant review and will amend and adjust our approach as appropriate within the strategy period – we will be agile.
- The strategy is both for internal and external use and is focussed on the new and developmental issues, rather than the (equally important) day to day activities.





Strategic Objectives

Governance, Financial Viability, Housing and Support Services, Care Services, Property Assets, Organisational Development

- This framework is well established and understood within our strategy and reporting process. It provides a robust and stable framework for us to organise our activities.

Strategic Implementation Plan

This is the high-level reporting matrix to track progress against agreed strategic activities in a given year and is principally used by the Board to ensure that we remain on target.

This sits alongside other reporting measures such as Key Performance Indicators, Critical Success Factors and Management Account reports to provide oversight and control within our governance framework.

Departmental Action Plans

These provide more detailed action planning guidance within Eildon Departments to guide and prioritise activities and actions within discrete teams, bridging the gap between high level strategic reporting and the supervisory, line management arrangements at operational level.

Individual Performance Objectives

All of our staff agree with their line manager a set of specific individual objectives for the year ahead – in doing so, there is a clear line of sight (a ‘Golden Thread’) so colleagues can directly see the role they play in the delivery of the Eildon Strategy.

Monitoring and Review

As described above, we have a clear Corporate Planning Framework that builds up a picture of activities so that we can track progress at operational and strategic level.

This ensures we know how we are progressing at any one point in time, and we are able to deliver on our layers of accountability – to senior staff – to Board – to Regulators and Funders – and, most importantly, to our customers.

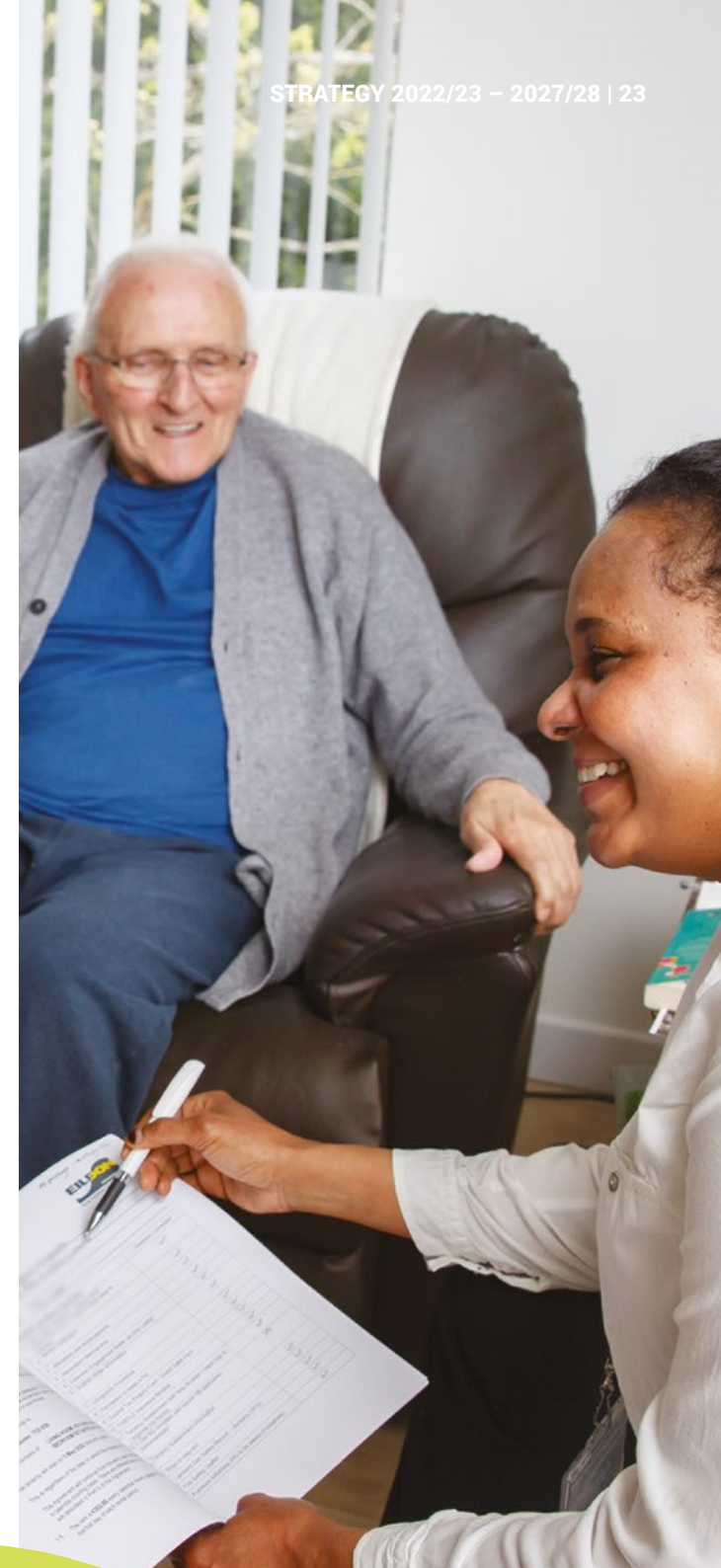


In addition to the business indicators we use to measure progress, we also have a sophisticated framework for capturing sentiment – mainly through customer satisfaction measures, but also through staff engagement surveys.

Our staff engagement activity allows us to ensure colleagues are focussed on our objectives and are also able to shape and influence our continual improvement process.

Our customer satisfaction measures provide a layered approach to inform us of customers' views and ideas, capturing transaction level feedback as well as sentiment on more general aspects of our services.

Finally, we have been developing our approach to benchmarking our performance against relevant comparators (both within our sector and from the wider economy) and will be further developing this approach in this Strategy period, to ensure we continually progress and learn from what works elsewhere.



Let Us Know What You Think

Although this Strategy has been carefully prepared, and has been informed by an extensive engagement exercise, we remain open to ideas, suggestions and challenges.

We have set out a clear and ambitious programme of activity, to address the housing care and support needs of current and potential future customers – but we know circumstances can change quickly and new challenges and opportunities emerge all of the time. We want to make sure we are responsive to this and you can help us by commenting at <https://bit.ly/3MLuylq>

We are proud to have served our customers and communities for the past 50 years, and we look forward to marking this landmark in 2023, so that we can recommit to this mission for the period ahead.

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