



5-YEAR STRATEGY DEVELOPMENT STAKEHOLDER CONSULTATION 2018

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INTRODUCTION

The Eildon Corporate Planning Framework (CPF) is the backbone to how we manage the business of The Association. From this process all of our activities flow. However, within our Implementation Plan for 2017/18 we had an action to review the framework and seek improvements in its operation. The purpose for the Stakeholder Consultation was to identify and monitor trends, challenges and perceptions over time with specific groups of stakeholders. It therefore should also help us to:

- Identify and track needs and expectations
- Identify and track perceptions and attitudes
- Provide feedback on specific planned developments
- Evaluate implementations and actions
- Establish the brand values and positioning of The Association as seen by others

The consultation was carried out to ensure buy-in from stakeholders and to ensure the Association is not moving away from the expectations and needs of those who have an interest in its affairs by sharing their views on Eildon's 5-Year Strategy.

Benefits of the Consultation

Firstly, decision making will be more informed and in tune with those who the actions will affect. Secondly, there will be greater satisfaction from stakeholders with the outcome. Through the engagement process, those who the decisions affect will feel they have inputted into the outcome and that everyone's views have been taken into account. Depending on the method of consultation, they will also understand that their perspective may not be shared by all and that there is a need for compromise.

This in turn will lead to a greater chance of a successful implementation of the initiative. Stakeholders will feel ownership of the venture, and are therefore more likely to want the venture to succeed and finally, consulting with people who will be affected by a development is an example of best practice. It represents good governance and transparency, demonstrates a desire to engage in meaningful two-way communication, and recognises the important contribution stakeholders at all levels can make to future changes which will directly or indirectly affect them.

A key objective of this process was to conduct this exercise in an open and inclusive manner. This means we would engage with key interest groups in order to understand the perspectives and needs of these stakeholders to help inform us in deciding what we should commit to.

The key stakeholder groups for this exercise were identified as: wider stakeholders, customers, and our people. It was recognised that engagements with each of these groups will require different techniques and approaches in order to ensure the output from the consultation.

WIDER STAKEHOLDERS CONSULTATION

Planning

Previously, attempts to consult with stakeholders had been to write to a variety of stakeholders, explaining that we have been conducting a consultation exercise and offering a meeting to discuss these matters. This has not proved to be successful and has not been taken up to any significant degree. Therefore, we agreed we needed to adopt a more productive way of eliciting feedback from stakeholders.

Initially it was thought, that members of the Leadership Group would carry out the stakeholder engagement consultation by the method which is most appropriate to that stakeholder, this could have been by phone call, email or use the opportunity at a pre-arranged meeting. Latterly it was agreed in keeping with reducing the amount of paper, time and postage costs, that a questionnaire should be emailed out to stakeholders. This would also ensure a consistent approach.

Broadly the responses sought were:

As a stakeholder of Eildon Housing Association;

1. What do we do that you consider we do well?
2. Are there any areas which we could improve?
3. What opportunities are there are for us to do more/diversify?
4. What are the Stakeholders overall perception of Eildon?

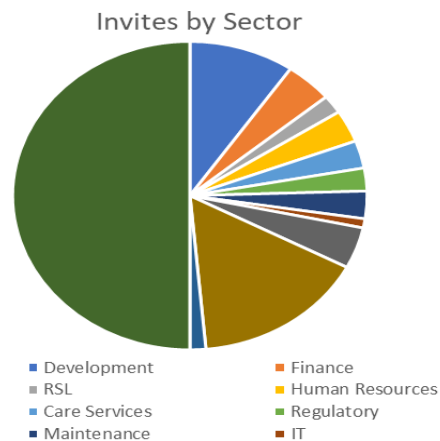
Process

Each member of the Leadership Group was asked to consider the following:

1. Who are our key stakeholders?

From an original list of 64 stakeholders, the list was increased to 104 to be invited to respond. A copy of the list can be viewed at **Appendix 1 Organisations Invited for the Wider Stakeholders Consultation**

Sector	Invites	%
Development	20	19%
Finance	9	9%
RSL	4	4%
Human Resources	7	7%
Care Services	6	6%
Regulatory	5	5%
Maintenance	6	6%
IT	2	2%
Housing	9	9%
Councillor	33	32%
Corporate Services	3	3%
	104	100%



All Stakeholders were sent the questionnaire via email with the option for a return phone call to discuss their response if required. Only 2 responses requested a call back. One was from a Councillor which was unrelated to the consultation and this was responded to by CEO. The other was relating to a property management issue, which was dealt with through standard procedures.

2. What is the stakeholder organisation’s relationship to The Association?

From the 104 wider stakeholders invited to respond, they were categorised as:

Care Services	
Corporate Services	Human Resources
Councillor	IT
Development	Maintenance
Finance	Regulatory
Housing	RSL

3. What link does the stakeholder have to the Strategic Objectives?

Strategic Objectives	By relevance of Stakeholders	%	By response of Stakeholders	%
1 – Governance	38	37%	14	20%
2 – Finance	9	8%	9	15%
3 – Housing and Support	13	12%	14	20%
4 – Care	6	6%	8	13%
5 – Property Assets	26	26%	18	27%
6 – Organisational Development	12	11%	3	5%
	104	100%	66*	100%

4. What is the best method of consulting with the stakeholders?

During a review of the Corporate Planning Framework (CPF) it was agreed by Chief Executive, Director of Finance and Corporate Services, Business Performance Manager and PA to Directors to send a questionnaire electronically with the option for a return phone call and discuss their response if required. An introductory message, questionnaire and brief were initially sent out on Monday, 19 November 2018, with 2 weekly reminders, one on 27 November 2018 and 5 December 2018. The closing date for responses was Wednesday, 12 December 2018.

5. What information do they need to see before being questioned?

An introductory message, brief and link to the questionnaire was included in the mailing.
Appendix 2 – Introductory message, brief and questionnaire

* Some responses linked to more than one strategic objective

Results

The results from the questionnaires were as follows:

‘As one of our Stakeholders, what is your overall impression of Eildon Housing Association and your experiences of working with us?’

Positive		Negative	
Positive and engaging	8	Operational team only works with prescriptive answers	1
Solid governance	4	Develop policy to allow for discretion†	1
Ambitious	3		
Committed	2		
Forward thinking	2		
Professional	2		
Top performing RSL	2		
Responsive	2		
Knowledgeable staff	3		
Well managed	2		
Supporting	2		
Creative solutions	1		
Strong financials	1		
Focussed	1		
High standards	1		
Caring	1		
Trusted and respected	1		
Influential	1		

‘In respect of these Strategic Objectives and based on your experience of working with us, could you share your opinion of what we do well, what we could do better and what more can we do?’

Do Well		Do Better		Do More Of	
Governance/Viability	6	Blow your own trumpet	2	High quality housing	1
Driven agenda	5	Provision of support services AWLD		Partnerships with private sector	1
High quality housing	4	Information of component history and specification		Provision of homes for single people	1
Collaborative solutions (locally and nationally)	4	Efficient/sustainability in housing construction		Emphasis to provide for housing local people	1
Responsive	3	Presence in the community			
Communication	2	Explore scope to expand with LA or RSLs			
Solution focussed	2	Raise profile of housing			
Creative	1				
Services to communities	1				

† From a response in reference to a housing issue and unrelated to the consultation

‘Thinking of the organisation and the environment we operate in, could we ask you to consider what parts of our business we should Start, Stop or Continue?’

Start		Stop		Continue	
Amalgamation of groups/structures	2	Care provision	1	Services for AWLD	1
Engage with consultants through a framework rather than PCS	1	Accepting poor performance from the local authority	1	Continue with current model (EHA)	1
Look for investment centres	1			New builds	1
Consider heritage buildings for housing	1			Growth	1
More technology in care services	1			Supporting local communities	1
Start responding to an ageing more dependant client base	1				
Use smaller businesses for smaller projects	1				
Self-promotion	1				

Summary of Key Issues

An overall opinion was that Eildon is held in high regard among our stakeholders. The responses show our stakeholders feel we have a good reputation and ability to deliver services and drive investment to the region across all sectors

CUSTOMER STAKEHOLDER CONSULTATION

Customer Opinion Group

The Customer Opinion Group, has over many years, encouraged customers to have their say on the way their services are delivered. As Eildon continues to increase the number of homes and services we provide, it is more important than ever that we make sure that our customers are at the centre of everything Eildon does. The Customer Engagement Strategy for 2017/18 – 2019/20 is all about breaking down barriers and encouraging more customers to get involved. Therefore, it was agreed that the Customer Opinion Group would be the initial target base for this area of the consults, with the consultation process also being advertised through the Connect Newsletter and a link and article on the website.

Planning

We engaged with our customers in the following key ways:

1. Initial workshop with the Chief Executive and Customer Panel, held on 26 September 2018.
2. Used the Customer Opinion Group to gather thoughts using a questionnaire – with the opportunity to run a further questionnaire at the draft strategy stage.
3. Seek to engage with all our customers through the website and Connect Newsletter to invite input to this process. **Appendix 3** Autumn and Winter Connect 2018

Results from the questionnaire

'What do you think our priorities should be over the next 5 years?'

Positive	
Adding to housing stock	1
Improve customer care	1
Replace boilers	1
Continue to build affordable homes	1
Consider housing need	1
Replace storage and panel heaters to a more efficient way of heating	1
More estate visits to keep communal areas tidy	1
More estate visits to monitor antisocial behaviour	1

‘Is there anything you think we should stop, stop, continue doing?’

Stop		Start		Continue	
Using inferior products	1	Producing a handyman directory from approved contractors	1	Providing high standard of homes	2
Installing wood window frames and doors.	2	Improving sound insulation	1	Only discuss rent increases with tenants paying full rent	1
Consider who we are housing	1	Improving water pressure	1	Answer the phones quickly	1
Calling tenants customers	1	Building more bungalows	2	More warden controlled properties	1
Using the slogan Better as One	1	Building detached and semidetached properties	2		
Assuming everyone has a computer	1	Replacing storage and panel heaters with alternatives			
		Maintenance of communal areas			
		Checking safety of communal areas (fly tipping)			
		Handling complaints better			

‘Are there any wider community initiatives (like our support of the Men’s Sheds) that you think Eildon could assist with to improve the lives of our customers and their wellbeing in our communities?’

Wider Community Initiatives	
Community Shed Schemes	2
Community Councils	1
Grounds maintenance in communal areas	1

‘Do you have any examples of services you have seen other housing associations or other organisations providing that we could learn from?’

Examples of Services	
Improve complaint handling	1

‘If you have suggested a new idea for us to START doing, can you tell us more about this?’

Act as facilitator between Eildon tenants and groups.	1
Private tradesmen service to tenants	1

Summary of Key Issues

From the results, our customers showed recognition of the challenges we face in balancing increasing and improving services whilst ensuring charges remain affordable, while at the same time appreciating the work of The Association in responding to needs and driving a continual improvement agenda.

OUR PEOPLE STAKEHOLDER CONSULTATION

Planning

1. The Stakeholder Consultation concept was launched at the Staff Conference in May 2018.
2. It was then addressed at the Staff Forum in August 2018 and updated at February 2019 Staff Forum
3. Further, smaller team/department meetings to capture thoughts and ideas
4. Posters around the company were used to evoke discussion and capture ideas/suggestions

Process

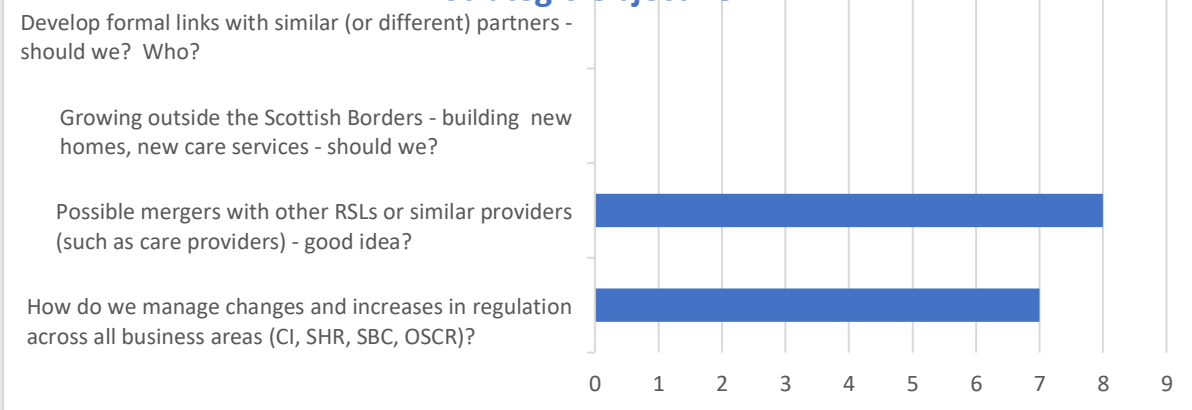
The consultation process for staff began during a staff conference held in May 2018, where the Chief Executive gave an overview of our strategy today and how we were planning to engage with all stakeholders to mould future 5-Year Strategy. Flowing from these discussions and agreed as part of the recent review of the Corporate Planning Framework, was the concept of the 'Ideas Bank'. The Ideas Bank was launched at the Staff Forum in August and was part of the process of engaging with staff, specifically towards the development of the new 5-Year Strategy.

Results

Using a generic briefing template, see **Appendix 4 Generic Briefing Template** our people met in departmental groups, with the results overleaf.

SO1 – The Eildon Group will ensure the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks

Strategic Objective 1

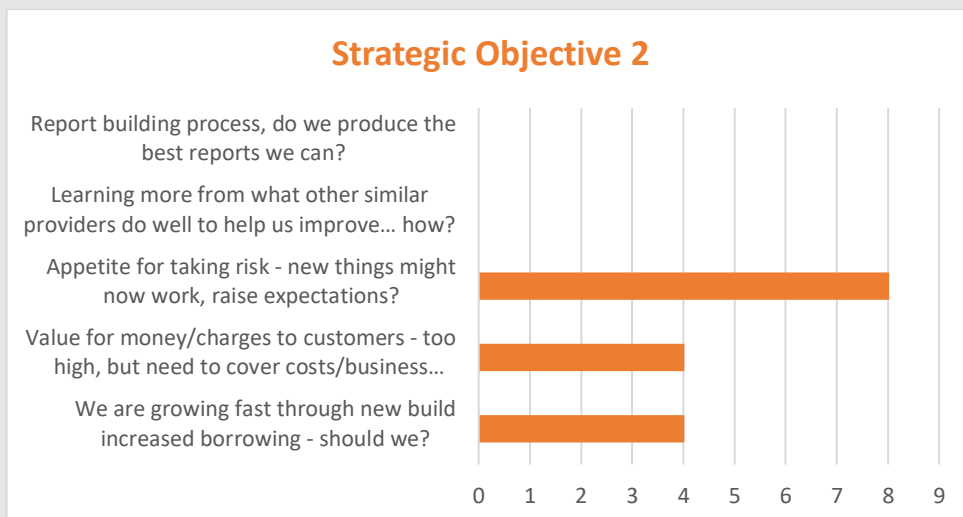


Common Themes from Discussions

1 Tenancy training in schools	8 Expand MMR and EEL
2 Understanding governance at all levels	9 Widening staff attendance at Board
3 Utilise vacant properties	10 Governance review
4 Proper systems to continue to comply with regulatory changes	11 Not to get too complacent
5 Keep growing	12 Board member succession
6 Dementia type housing	13 Refresh branding / logo
7 Lottery funding for community projects	14 Develop EHA own care service

SO2 – The Eildon Group will ensure it operates within a sound financial framework, protecting our long-term viability while prudently utilising the inherent strength of the organisation in order to meet existing commitments and potential opportunities

Strategic Objective 2

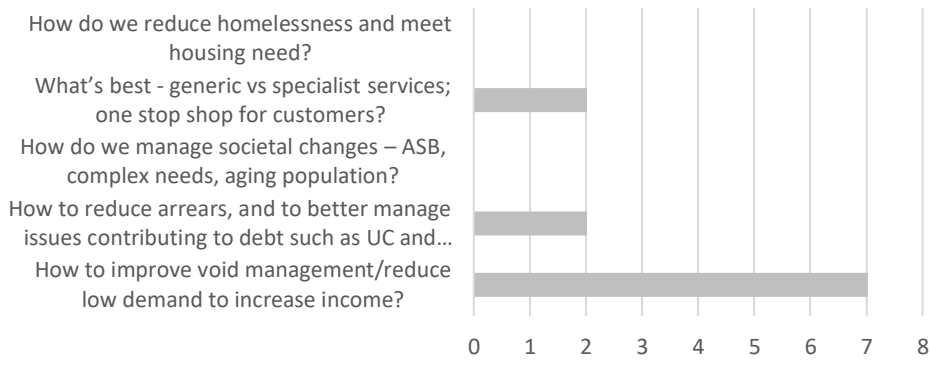


Common Themes from Discussions

1 Consult housing staff on new developments	5 Automated payments for customers
2 Rent out lounges	6 New reporting and analysing
3 Potential for more flats at Oakwood Park and Millar House	7 Wider corporate responsibility
4 Rent out sheltered housing kitchens	8 Component accounting
	9 Diversifying our structure

SO3 – ‘The Eildon Group will ensure the delivery of high quality, responsive and affordable housing and support services’

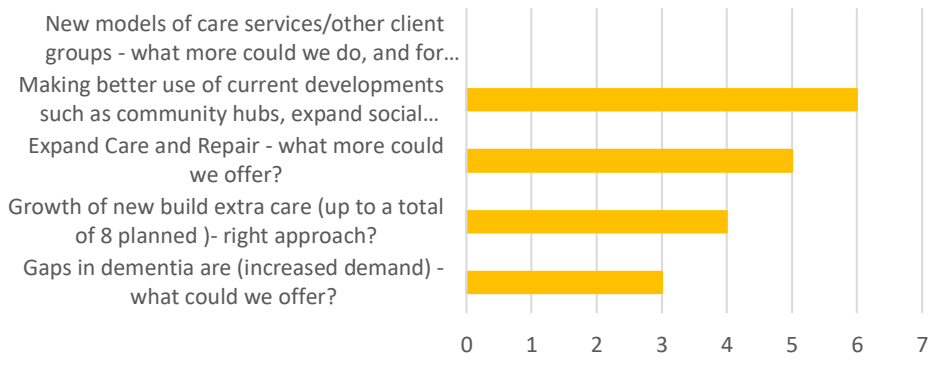
Strategic Objective 3



Common Themes from Discussions	
1 Repairs when tenanted (before termination or after sign up)	9 Internet facilities in Eildon’s properties
2 Lifetime homes	10 Text messages
3 Manage tenant expectations	11 ELHA Welfare Reform Model
4 Maintain front of house service	12 Local lettings system
5 Furniture provision	13 Customer care 24/7
6 Improve stock info available to all staff	14 Community awareness; mobile office, extended opening etc
7 Incentives to tenants to downsize	15 Self service website
8 New systems to gauge effectiveness	16 Use hard to let properties for training homes/base for other orgs

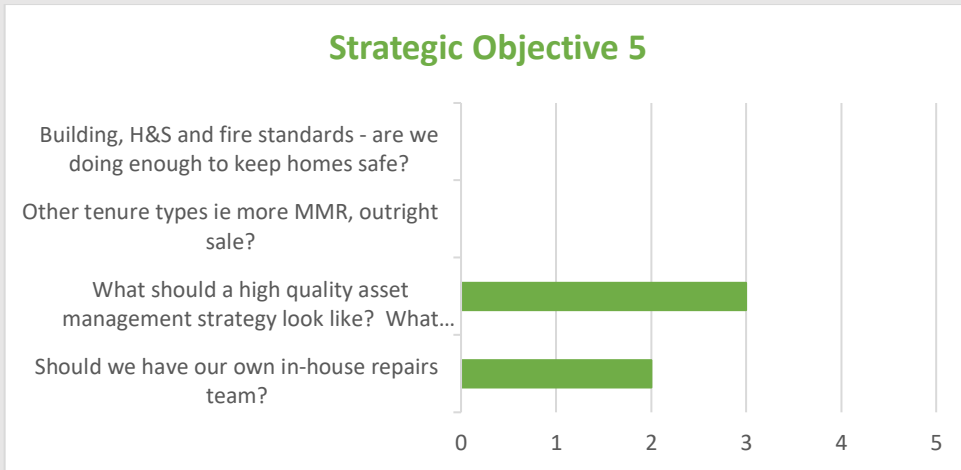
SO4 – ‘The Eildon Group will ensure the delivery of high quality, responsive and affordable care services’

Strategic Objective 4



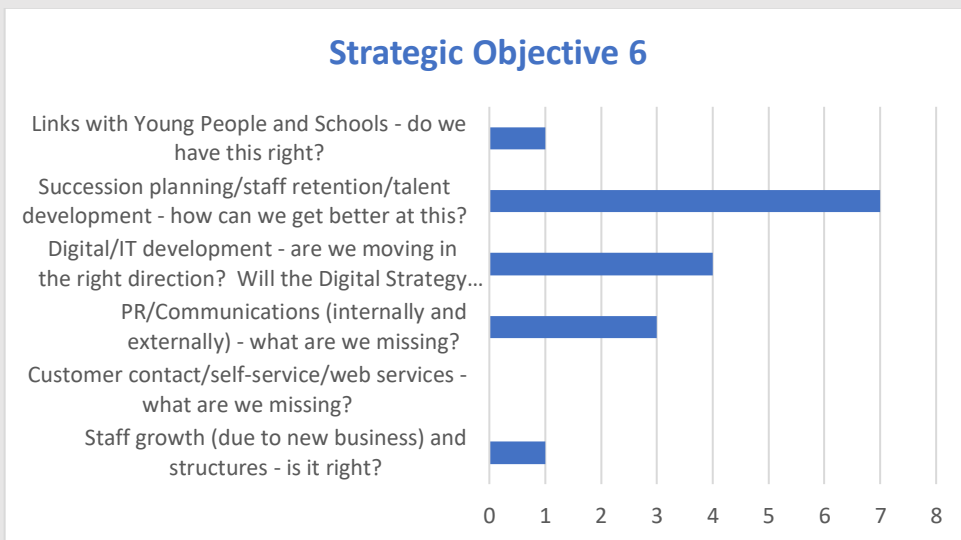
Common Themes from Discussions	
1 Funding to expand services	9 Improved welcome pack and video
2 Local marketing	10 Bereavement procedure for relatives dealing with tenant affairs
3 CoW to oversee development work	11 Apprentices from tenant base
4 Videos advert on web for empty properties	12 Academy for staff
5 Tablets for customers	13 Activity assistant across sheltered
6 Retirement village	14 Showcase Eildon’s successes on social media
7 Suite of Eildon videos	15 Welcome video for new tenants
8 Nutrition and cookery lessons for elderly people	16 Trusted traders list for tenants

SO5 – ‘The Eildon Group will ensure the delivery of high-quality homes and property asset management services’



Common Themes from Discussions	
1 DLO for unplanned work not repairs	5 Skills based training and development
2 Create communities	6 Village Strategy
3 Match programme with demographic	7 Sponsor a project with each new build
4 Greener developments	8 Improve re-let standard

SO6 – ‘The Eildon Group will further develop its organisational capacity by reviewing existing practices and investing in its people and the technical infrastructure’



Common Themes from Discussions	
1 Share systems with other orgs	9 Replace flipcharts with QR boards
2 Encourage modern apprenticeships	10 Digital sign in for customers
3 Improve workforce skills	11 Sponsor BOCCIOA
4 Extended office hours	12 Expand EMAD
5 Uniforms	13 HR business partner for care
6 Streamline internal systems	14 Volunteer programme
7 Technical solution for KPI	15 Best approach to recruitment
8 Specific vision	16 Online recruitment values and skills base

Summary of Key Issues

To conclude our people show very high levels of support for our current services, our overall values and integrity. They feel there is a real sense of pride in what we do. However there is recognition that there is more we can do, both in terms of expanding our current services, developing responses to known challenges, improving and modernising our current offer and closing gaps in service provision locally.

The feedback showed some concern about the need to develop our 'messaging' so our work is more widely understood and supported, especially with regard to welfare issues. The results also highlighted clarity on our position on collaboration with partner organisations, so we are clear where we are the lead organisation and when we are facilitating others to deliver interventions.

CONCLUSION/SUMMARY FOR STRATEGIC REVIEW

Once all the views were collated, they were analysed to be fed into the Strategic Review with the emphasis being on:

- Common Themes
- New ideas
- Areas for improvement

The key issues that have been highlighted through this process, and which we are considering incorporating into our plan for the future are as follows and were incorporated in to a summary issued to all respondents via email for stakeholders and Yammer post for staff **Appendix 5 – Summary/Update for all Stakeholders**

1. Create a clear and compelling explanation of what we do

- We want more people to understand the nature and range of things we do so we can work more effectively in partnership

2. Address demographic issues, including the experience of dementia

- We are already expanding our services focused on our older population and we are looking at what more we can do to assist those living with dementia

3. Further develop our approach to addressing homelessness

- We are making a massive contribution to provide new supply affordable homes, and we want to align our activities to tie in with the overall approach to reducing homelessness through the emerging Rapid Rehousing Transition Plan for the Borders.

4. Ensure we have a clear approach to dealing with fuel poverty

- As well as investing in our existing and new housing stock, we are looking at working in partnership to improve access to information and advice as well as playing our part in strengthening the supply chain to support anti-fuel poverty measures

5. Tailor our services to meet the needs of our customer base

- Having recently completed a customer census, we are now in a better position to understand the specific issues impacting on our customers, and can therefore seek to help with these where possible

6. Ensure our use of technology allows us to deliver choice to our tenants in how they receive our services

- We want to be as efficient and effective as possible and using new technology will enable us to do this. However, it is really important to stress that our approach to this is all about giving our customers the choice as to the method of engaging with us that suits them the best

7. Embed a high performance culture and draw on best practice from a wide range of sources

- We are proud that our overall performance is very good. However, we want to ensure we continually look to improve and measure ourselves against the highest performance organisations in our sector and beyond.

8. Guard against becoming too remote and unwieldy

- We want to make sure that as we grow as an organisation, we work in a way that maintains our connection with our customers and the communities that we serve

9. Support our staff to be ambitious and change focused

- The delivery of our strategy is, in large part, dependent on the staff that we employ. We are committed to support our staff to ensure they can deliver the best services for our customers

Appendix 1 - Organisations Invited for the Wider Stakeholders Consultation

Aitken Turnbull	1
Allia	1
Assist Design Ltd	1
Bank of Scotland	1
Berwickshire Housing Association	1
Bield	1
Borders College	1
Brown & Wallace	1
Camerons	1
CCPS	1
Chartered Institute of Housing	1
Collective Architecture	1
Dalex Systems Ltd	1
DeltaScheme	1
Developing Young Workforce	1
Hanover	1
Harley Haddow	1
Hart Builders	1
Homes for Scotland	1
iHub	1
Integrated Joint Board	1
Investors in People	1
JLT Benefit Solutions Limited	1
JLT Speciality	1
KLM Partnership	1
M&J Ballantyne Ltd	1
Marshall Construction Ltd	1
Martin Aitken Associates	1
MB Langmuir & Hay	1
NHS Borders	1
Persimmon	1
Peter Graham & Partners	1
Quality Scotland	1
R3	1
Richard Irvin	1
Ross Martin	1
Royal Bank of Scotland	1
Santandar	2
SBC	1

Scottish Borders Council	50
Scottish Borders Housing Association	1
Scottish Enterprise	1
Scottish Government	1
SFHA	1
Skills Development Scotland	1
South of Scotland Economic Partnership	1
TCYoung Solicitors	1
Terry Frame	1
THFC	1
Trust	1
Vodafone	1
Waverley DLO	1
Waverley Housing	1
	103

Appendix 2 - Introductory Message, Brief and Questionnaire

Introductory Message

Good morning, on behalf of Nile Istephan, CEO

We are currently developing a new 5 - Year Strategy and would really appreciate your input. We value all our stakeholders and recognise that much of the work we do is dependent on working in partnership with a wide range of organisations.

We are very proud of what we, our current services and our ambitions for growth. As we start to develop our new strategy, we are looking to speak with you about what opportunities we can pursue.

We know you are busy people, which is why we would like to make this easy for you work with us. Below is questionnaire for your to record your thoughts and ideas. If you would prefer speak to a member of our staff, please contact Sally Spence, PA to Directors sallys@eildon.org.uk who will arrange a suitable time for you, with the relevant member of staff. We would appreciate your response by Wednesday, 12 December 2018.

Attached also is a short summary of our vision, values, and strategic objectives – which will hopefully give you a good feel for the range of activities we are involved in.

We have an open mind at this stage as to what we want to put into our new 5 - Year Strategy, which we will have in place by April 2019. But to give us a simple organising framework, we are keen to hear from you what you think we should STOP – START – CONTINUE.

Once we have reflected on the results, we will develop a draft strategy that we will make available to you (for information and for any other comment you may wish to add) before we ask our Board to approve the final version.

We look forward to engaging with you on this exciting work.

Many thanks.



Nile Istephan
Chief Executive Officer

Eildon Group Stakeholder Consultation 2018/19

Eildon Group Vision, Values, Strategic Objectives and Strategic Themes

Vision

We are committed to excellence in the provision of housing, care and support services for the individuals and communities we serve.

Values

Our Values describe who we are and what we stand for. Below, you can see our Values and what we believe it means when it comes to providing services at Eildon.

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.

Strategic Objectives

The Eildon Group is now a complex organisation with a range of activities, services, locations, skills and challenges. In order to provide a coherent operating framework, we have organised our corporate activities under 6 strategic objectives:

- 1 The Eildon Group will ensure that the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks
- 2 The Eildon Group will ensure that it operates within a sound financial framework, protecting our long-term viability while prudently utilising the inherent financial strength of the organisation in order to meet existing commitments and potential 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 ensure the delivery of high-quality homes and property asset management services
- 6 The Eildon Group will further develop its organisational capacity by reviewing existing practices and investing in its people

Strategic Themes

The guiding 'themes' that have been identified for the next 5 years are:

- **Modernising Systems** – like most organisations, the way we work has been build up over years of development. We recognise that over time business processes can become overly complex and bureaucratic. We will commit to focus on streamlining our systems and processes to ensure that we can better utilise new technology to drive improvements on how we operate.
- **Customer Focus** – We exist to deliver high quality services to the people and communities that we serve. All Eildon staff have recently undertaken a programme of customer service excellence training to reaffirm this commitment, and we are now refocussing our efforts to deliver continual improvement in this area.
- **Value for Money** – Affordability of our services is central to our ethos, but so is ensuring excellence in what we deliver – we strive to be both affordable and excellent, and this requires a careful balance of approach. The concept of 'value for money' in what we deliver is useful to help us focus on improvement areas and also to benchmark with other organisations and demonstrate to our customers our effectiveness.
- **Empowering Staff** – Our ambition to further develop our proud track record of achievement is dependent on Eildon staff continuing to perform well and to be committed to our objectives. We believe the best way to continue to make progress in this area is to release the potential within our staff group by empowering colleagues to continue to raise to this challenge.

Questionnaire



Eildon Group Stakeholder Consultation

1. Name of Respondent *

Enter your answer

2. Name of Responding Organisation *

Enter your answer

3. Would you prefer to discuss Eildon's 5 Year Strategic Plan with a member of Eildon staff? *

- Yes , please arrange a call
- No thank you I am happy to fill in the proforma

4. As one of our Stakeholders, what is your overall impression of Eildon Housing Association and your experiences of working with us? *

Enter your answer

5. Which one of our Strategic Objectives fits in nearest to your work with us? *

Tick more than one if applicable

- Governance - High standards of governance and partnership working, including compliance with our regulatory frameworks
- Viability - Operating within a sound financial framework, ensuring long-term viability
- Housing and Support - The delivery of high quality, responsive and affordable housing and support services
- Care - The delivery of high quality, responsive and affordable care services
- Property Assets - The delivery of high quality homes and property asset management services
- People/ICT/Media/Communications/CST - To further deliver organisational capacity by reviewing existing practices and investing in our people and technical infrastructure
-

6. In respect of these Strategic Objectives and based on your experience of working with us, could you share your opinion of what we do well, what we could do better and what more can we do?

Enter your answer

7. Thinking of the organisation as a whole and the environment we operate in, could we ask you to consider what parts of our business we should Start, Stop, or Continue?

Enter your answer

LOOKING TO THE FUTURE

We're developing a new 5 year Strategy for Eildon and we'd like your help.

Our 5 year Strategy is the most important planning tool for the future of the company and you, as customers, are uniquely placed to give your views on what we do.

Over the next few months, Customer Panel members are going to be discussing plans for the Strategy and helping to inform the decisions we make. We will also be contacting members of the Customer Opinion Group for their views and creating a questionnaire that will be available on our website (with paper copies available on request).

The final Strategy will be submitted to our Board in March next year and, if approved, will be in place for 1 April 2019.

Our current Strategy is based around four key themes and driven by our Core Values as below.



Strategic Themes	Core Values
Modernising Systems – making sure we're set up to take advantage of new technologies and ensuring we're moving with the times to enhance the services we provide to you.	Caring: We care about what we do, the people we work with and the customers we serve.
Customer Focus – continuous improvement of services and making sure that you, our customers, are at the heart of everything we do.	Committed: We work together to provide affordable, high quality homes, care and support services.
Value for Money – balancing the need to improve homes and services with keeping costs to you affordable.	Connected: We are part of the communities we serve and believe we can make a real difference.
Empowering Staff – our staff are the key element in delivering high quality services and we want to ensure that they have the scope to realise their potential for the benefit of our customers.	Creative: We are ready to meet the challenges of the future with enthusiasm and new ideas.

As well as the consultation through the **Customer Panel** and **Customer Opinion Group**, we thought we'd also pose a few questions in this newsletter and give you the option to respond however you like. Please have a look at the questions below and either give us a call on **03000 200 217** to discuss or email: **haveyoursay@eildon.org.uk**.

1. What do you think we should **STOP** doing (and why)?
2. What do you think we should **START** doing (and why)?
3. What do you think we should **CONTINUE** doing (and why)?

If you would like to have a chance to give your views on things like this more often, you might want to join our Customer Opinion Group – give us a call or an email to find out more.



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OPEN FOR FEEDBACK - 5 YEAR STRATEGY SURVEY

In the Connect Autumn edition we mentioned that we are developing a new 5 year strategy. This is the most important planning tool for our future and as customers, you are uniquely placed to give feedback on what we do.

Our survey is **open** from now **until the end of December** and can be completed through our website, www.eildon.org.uk. If you would like a printed copy or would prefer to discuss this with our Customer Engagement Officer, Lita, then please find contact details below.

The Customer Panel participated in a workshop session in November to provide feedback and suggestions on the 5 year strategy with our Chief Executive and our Director of Financial & Corporate Services. The Customer Opinion Group has been sent the survey too. Over the next few months we will consider all the responses and how we can use these to shape the future strategy. The Customer Panel will also consider this before the final strategy is submitted to our Board in March next year and it will be in place for 1 April 2019.



Our current strategy is based around four key themes and driven by our core values in the box below.

STRATEGIC THEMES	CORE VALUES
Modernising Systems: Making sure we're set up to take advantage of new technologies and ensuring we're moving with the times to enhance the services we provide to you.	Caring: We care about what we do, the people we work with and the customers we serve.
Customer Focus: Continuous improvement of services and making sure that you, our customers, are at the heart of everything we do.	Committed: We work together to provide affordable, high quality homes, care and support services.
Value for Money: Balancing the need to improve homes and services with keeping costs to you affordable.	Connected: We are part of the communities we serve and believe we can make a real difference.
Empowering Staff: Our staff are the key element in delivering high quality services and we want to ensure that they have the scope to realise their potential for the benefit of our customers.	Creative: We are ready to meet the challenges of the future with enthusiasm and new ideas.

Please find the short survey on our website at www.eildon.org.uk/news-events

If you would prefer a printed version of the survey, would like to talk through your responses over the phone, have any related questions or are interested in giving us your views more often then please contact Lita, our customer engagement officer using the details below:

Lita McHale, customer engagement officer: Email: haveyoursay@eildon.org.uk Mobile: 07810 123 201
Tel: 01750 724 887.



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Appendix 4 - Brief for Departmental Sessions

Brief for Departmental Discussions

SO1 – “The Eildon Group will ensure the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks”

Some Internal and Sector Issues/Trends (to consider)

- How do we manage changes and increases in regulation across all business areas (Care Inspectorate, Scottish Housing Regulator, SBC, OSCR)?
- Possible mergers with other RSLs or similar providers (such as care providers) - good idea?
- Growing outside the Scottish Borders - building new homes, new care services - should we?
- Develop formal links with similar (or different) partners – should we? Who?

What do you think of these ideas?

SO2 – “The Eildon Group will ensure it operates within a sound financial framework, protecting our long term viability while prudently utilising the inherent strength of the organisation in order to meet existing commitments and potential opportunities”

Some Internal and Sector Issues/Trends (to consider)

- We are growing fast through new build/increased borrowing – should we?
- Value for money/Charges to customers – too high, but need to cover costs/business commitments? Are Rent too high??
- Appetite for taking risk – new things might not work, raise expectations?
- Learning more from what other similar providers do well to help us improve...how?
- Report building process, do we produce the best reports we can?

What do you think we should do and how?

SO3 – ‘The Eildon Group will ensure the delivery of high quality, responsive and affordable housing and support services’

Some Internal and Sector Issues/Trends (to consider)

- How to improve void management/reduce low demand to increase income?
- How to reduce arrears, and to better manage issues contributing to debt such as UC and wider welfare reform?
- How do we manage societal changes – ASB, complex needs, aging population?
- What’s best - generic vs specialist services; one stop shop for customers?
- How do we reduce homelessness and meet housing need?

What do you think we should do and how?

SO4 – ‘The Eildon Group will ensure the delivery of high quality, responsive and affordable care services’

Some Internal and Sector Issues/Trends (to consider)

- Gaps in dementia care (increased demand) – what could we offer?
- Growth of new build extra care (up to a total of 8 planned) – right approach?
- Expand Care and Repair – what more could we offer?
- Making better use of current developments such as community hubs, expand social activities?
- New models of care services/other client groups – what more could we do, and for whom?

Team Thoughts - What do you think we should do and how?

SO5 – “The Eildon Group will ensure the delivery of high quality homes and property asset management services”

Some Internal and Sector Issues/Trends (to consider)

- Should we have our own in-house repairs team?
- What should a high quality asset management strategy look like? What more should we be doing to current homes?
- Other tenure types ie more MMR, outright sale?
- Building, H&S and fire standards – are we doing enough to keep homes safe?

What do you think we should do and how?

SO6 – “The Eildon Group will further develop its organisational capacity by reviewing existing practices and investing in its people and the technical infrastructure”

Some Internal and Sector Issues/Trends (to consider)

- Staff growth (due to new business) and structures – is it right?
- Customer contact/self-service/web services – what are we missing?
- PR/Communications (internally and externally) - what are we missing?
- Digital/IT development – are we moving in the right direction? Will the Digital Strategy help us make improvements?
- Succession planning/staff retention/talent development – how can we get better at this?
- Links with Young People and Schools – do we have this right?

What do you think we should do and how?

Appendix 5 - Summary/Update for All Stakeholders



Thank you for helping us to develop our new 5 Year Strategy.

We have had some great conversations and received some really useful feedback. This is now helping us to finalise our strategy, which we will publish soon.

In the meantime, we wanted to update you on the key issues that have been highlighted through this process, and which we are now trying to incorporate into our plan for the future.

KEY ISSUES AND OUR PLANS FOR THE FUTURE

- **Create a clear and compelling explanation of what we do**
We want more people to understand the nature and range of things we do so we can work more effectively in partnership.
- **Address demographic issues, including the experience of dementia**
We are already expanding our services focused on our older population and we are looking at what more we can do to assist those living with dementia.
- **Further develop our approach to addressing homelessness**
We are making a massive contribution to provide new supply affordable homes, and we want to align our activities to tie in with the overall approach to reducing homelessness through the emerging Rapid Rehousing Transition Plan for the Borders.
- **Ensure we have a clear approach to dealing with fuel poverty**
As well as investing in our housing stock, we are looking at working in partnership to improve access to information and advice as well as playing our part in strengthening the supply chain to support anti-fuel poverty measures.
- **Tailor our services to meet the needs of our customer base**
Having recently completed a customer census, we are now in a better position to understand the specific issues impacting on our customers, and can therefore seek to help with these where possible.

- Ensure our use of technology allows us to deliver choice to our tenants in how they receive our services**
 We want to be as efficient and effective as possible and using new technology will enable us to do this. However, it is really important to stress that our approach to this is all about giving our customers the choice as to the method of engaging with us that suits them the best.
- Embed a high performance culture and draw on best practice from a wide range of sources**
 We are proud that our overall performance is very good. However, we want to ensure we continually look to improve and measure ourselves against the highest performance organisations in our sector and beyond.
- Guard against becoming too remote and unwieldy**
 We want to make sure that as we grow in size as an organisation, we work in a way that maintains our connection with our customers and the communities that we serve.
- Support our staff to be ambitious and change focused**
 The delivery of our strategy is, in large part, dependent on the staff that we employ. We are committed to support our staff to ensure they can deliver the best services for our customers.

We want to continue the dialogue we have had with you.







Please let us know what you think of these key issues – Are they the right ones? Have we missed anything out? What do you think we should be doing to address these challenges?

Even after we have published our strategy later this year, we will still be looking for your thoughts and ideas on how we can adjust and tweak our approach – your thoughts and views are really important to us.

Thank you for your contribution so far.

HOW TO CONTACT US

For more information please contact:

<p> The Weaving Shed, Ettrick Mill, Dunsdale Road, Selkirk TD7 5EB</p> <p> 03000 200 217</p> <p> enquiries@eildon.org.uk</p>	<p> www.eildon.org.uk</p> <p> www.facebook.com/EildonHousing</p> <p> Follow us on Twitter – @EildonHousing</p>
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