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Institute of
Housing
Scotland



CIH SCOTLAND 2019

EXCELLENCE

AWARDS

Good practice compendium

Sharing the lessons learnt from
Scotland's Excellence Awards 2019

#cihexcellence

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Welcome

I grew up in a council estate in Falkirk in the 1980s. A three-bedroom home with front and back gardens, great neighbours, plenty of space, parks all around and only 15 minutes' walk from school. As a kid my home gave me everything I needed; as a council house it was affordable for my mum; and through thoughtful design and placemaking Falkirk Council created an estate that has stood the test of time. It was a brilliant home for those living there - and 30 years later it still is.

There was no secret to what the council did in Falkirk. It happens all over Scotland day in day out. Committed housing professionals, designers, planners and builders thinking about the needs of their tenants not just today and tomorrow but for the next 5, 10, 20 or 50 years. Yet sometimes we forget to look up; sometimes we forget to learn from the great work taking place in the sector and how it's making a difference to lives across the country.



Callum Chomczuk

National director,
CIH Scotland

This compendium is here to help. It showcases a wide range of the good practice that is going on across Scotland; on tenant scrutiny, affordable housing, customer service and much, much more.

Scotland is too small a country for us not to learn from each other. It is crucial that our sector continues to innovate and improve, so that we continually demonstrate good value for the public purse, for our customers and for our tenants who pay for these homes.

I hope reading about the great work of your peers will help you design, build and manage even better homes in ever more outstanding communities so that everyone has a chance to live in a safe, affordable home.

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In order to keep the authenticity of these projects, and to convey the passion felt by those involved we have not altered any of the text submitted to us as part of these entries.



CIH SCOTLAND 2019 EXCELLENCE IN THE PRIVATE RENTED SECTOR AWARD

Sponsored by:



This award recognises organisations who have demonstrated that they excel in developing excellent levels of customer service/tenant satisfaction as well as using innovative approaches to solve a problem or challenge.

WESLO Property Management

Private Sector Tenant Participation Group



Statement of support

As more and more tenants look to the Private Rented Sector in order to meet their longer-term housing needs that there was an opportunity to replicate, albeit on a smaller scale and without formal regulation, the statutory requirements placed on Social Landlords to engage constructively with tenants. For example, allowing private tenants the opportunity to feed into the provision of services, in addition to wider company policy and procedure. Consequently, the team at WPM recognised a need for additional interaction between the business and its service users to address the above and as such, Weslo Property Management launched Scotland's first private sector Tenant Participation Group.

The group was established with 5 key tenant members who were identified as part of wider company research into the demands of private-sector tenant participation. More than 25% of tenants who took part in the research indicated an interest in joining a Tenant Participation Group. Overall, our interaction with tenants has determined a high demand for landlord/tenant engagement.

The Group set out its intentions in the form of a mission statement and agreed that in addition to scrutinising and celebrating the services delivered by Weslo Property Management, that they also wanted to act as a community anchor, sharing best practice and information around new tenancies, changes in legislation etc. with other private renters. The group established that despite the vast amount of changes in the sector, such as the new Private Residential Tenancy Agreement, many private tenants were unaware of their rights and were still at risk of poor practice.

The TPG, which is led by a tenant Chair, meets quarterly and is now made up of 12 members who are all currently Weslo Property Management tenants. The group has recently, with the advice, guidance and direction of Weslo Property Management, applied to the Safe Deposit Scotland Trust for funding to allow the group to move to an online TPG forum. The group are keen to create an informative online space for private tenants to gain access to information concerning tenancy agreements, landlord/tenant disputes, First tier Tribunal guidance and general tenancy advice and information. The TPG is eager to reach as many private renters throughout the country as possible, and feel that the online forum will help them to realise their goals, promoting better levels of service and support for a larger number of private tenants.

Outcomes and achievements

Since its inception, the group has completed several Scottish Government consultations including, Landlord Registration, Energy Performance and Homes Beyond 2021. Following the latter submission, the Scottish Government's Head of Private Sector Policy requested engagement with the group in order to develop policy and explore how the Government's existing policies impact private tenants in reality. This relationship will help the Scottish Government to better understand the needs of private tenants and should positively influence future private sector housing policy.

The Group has also been involved in helping develop several internal procedures, including the company's Annual Rent Increase Procedure. For example, the group established that as part of the procedure, more discussion should be had with the tenants around % increase versus value for money, and so, in addition to an annual rent increase survey, which is sent to all tenants, the proposed rent increase is also put forward for discussion at the Tenant Participation Group. This process now forms part of the company's rent setting procedure.

In addition to the above, tenant members have benefited from increased levels of confidence and knowledge as a result of being part of the Tenant Participation Group. For example, one of the members added their TPG experience to their CV, which

they feel helped them to secure a new role. Other members have used the skills and experience gained to help educate other private renters. For example, one member noted at a recent meeting that a work colleague had been given 28 days' notice to leave their property, despite having a Short Assured Tenancy Agreement. The TPG member identified this and provided her work colleague with Shelter Scotland's helpline number so that further advice could be obtained.

We are delighted that the Scottish Government fully supports the group in its aims and objectives and Charlotte MacHaffie, Head of Private Rented Sector Policy, Better Homes Division, said:

"Weslo Property Management's Tenant Participation Group have helped gather private tenants views as part of the Scottish Government's discussion paper on Housing Beyond 2021 and the key points of this have been reflected in the summary of stakeholders' responses. Tapping into tenants' experiences and views about the private rented sector can prove challenging and has tended to involve engaging with representative organisations. Having a forum like this to feed in views on tenants' experience of living in the sector is therefore really valuable from a policy perspective and may be a model that some other large PRS landlords could learn from and replicate."

Homes for Good



Statement of support

Established in 2013, Homes for Good (HFG) is Scotland's first social enterprise letting agency. In 6 years we have become a dynamic group of 4 companies, managing around £27m assets, supporting over 700 tenants and 140 landlords. Each company has a clear function which serves HFG's core social aims:

1. To improve quality of property condition and property management within the PRS;
2. To lead by example to enable and inspire others to improve within the PRS;

3. To enable people with very limited housing choice access quality homes within the PRS;
4. To develop solutions and test new ideas which tackle systematic barriers within the PRS.

We now manage over 500 homes, including 250 we have purchased and renovated as beautiful affordable homes for people with limited choice, securing almost £12m social investment since 2014.

We manage properties for tenants and landlords across the private rented sector, but in our own properties we are proud that over 90% of our tenants are people with additional support needs, eg. a homeless background, low incomes or accessing benefits.

Our in-house tenancy support team makes us unique in the PRS, in Scotland and across the UK. By ensuring our tenants are firstly moving into the right home, then developing positive relationships responding to the variety of housing and non-housing support they require, we can maximise tenancy sustainment, which is central to their wellbeing, and in turn, good for landlords as it protects their investments

We have a dedicated in-house team of trades contractors and an interior designer. This ensures the key values of integrity, kindness, quality, fairness and

expertise is strong across every aspect of our work with our tenants and landlords.

HFG is the private rented sector partner working with the Glasgow Housing First Pathfinder, providing homes for the most vulnerable in our city, showing our clear commitment to its social aims and ensuring the private rented sector is a viable housing route for everyone.

Working with partners is central to HFG approach. We work with Govan Law Centre, The Wise Group, Glasgow Homelessness Network, The Simon Community, Glasgow City Mission and YPeople. This provides our tenant with specialized advice on welfare rights, legal services, fuel poverty and specialist housing support services.

Please see the following testimonials.

Tenant May 2019- "I wouldn't have any fear contacting you guys. You care about who are in your houses. I don't just think it; I can feel it in the office, when you come into the office. The atmosphere is friendly, you walk in and you're treated as a friend. You all care about your tenants, the accommodation they live in and their

welfare. You don't just see it as a house you see it as a home."

Landlord July 2019 - "I couldn't ask for a better service for all my property needs. Such a relief to have a good agency manage my properties while I am abroad. I handed the keys over and have, literally never needed to look back. Finally, a pro-active agency that I don't have to continuously chase but one which treats my rentals as if they are their own. After my disappointment with the major chains I'm so pleased to have found. HFG - a company that is like family when it comes to managing my rentals"

HFG unique approach has been recognised around the UK. We are working with civic partners in London and Liverpool to explore how HFG can roll out its model in these cities. The National Lottery Fund has just invested significant funding into HFG tenancy support model, a detailed programme of dissemination and learning activities to enable the organisations across the UK to make the PRS accessible.

Outcomes and achievements

In addition to helping meet the housing need for high quality homes within the private rented sector, Homes for Good has also created several successful projects to further benefit tenants and the local community.

Over the past 3 years our in-house tenancy support team have hosted regular tenant afternoon teas to reduce social isolation and promote community engagement. We have also facilitated a unique tenant talents project whereby tenants of HFG hosted events for the local community based on their own interests and talents. This is particularly successful in promoting health and wellbeing within local communities.

HFG also works in partnership with Safe Deposits Scotland on the Bridgeton PRS Engagement Project to promote best practice in the PRS through informal advice and awareness raising both on a one to one basis with tenants and landlords, as well as through organised events.

In June 2019 we won the inaugural Cambridge Social Innovation Prize for our work in the PRS, and will have ongoing support from Judge Business School to realise our plans for growth, as well as have the opportunity to benchmark our approach to the private rented sector with other European cities.

Lawson & Thompson Student Lettings, St Andrews



Statement of support

At the core of Lawson & Thompson is their commitment to providing the very best in customer service. Service that is comprehensive, knowledgeable and tailored to the needs of every client. Service that always goes that extra mile for their landlords and tenants.

Comprehensive service

L&T is the only agent in St Andrews that inspects properties monthly, which they feel is essential for student properties to keep on top of maintenance issues and provide the best possible service to tenants. They take a truly hands-on approach to any reported issues, guaranteeing to visit the property within 2 working hours of the issue being reported. Often the issue is resolved there and then without the need to call a third party contractor, saving the landlord in contractor fees. Tenants love this 2-hour policy as things get attended to immediately. This proactivity with maintenance applies to larger improvement jobs too - each year L&T produce a fully costed annual improvement report for each landlord outlining areas where they believe a property can be improved to increase rental yield, maximise desirability and lower ongoing maintenance costs. Everything is broken down to help the landlord make an informed decision about what to do. L&T project manage works in-house with their approved contractors, keeping costs to a minimum for their landlords.

Knowledgeable service

All staff at L&T have passed their LETWELL training and frequently attend industry training courses to ensure they remaining up to speed on the latest industry trends and best practice.

Tailored service

Every landlord and tenant has a unique set of circumstances and requirements, so L&T tailor their service to suit them. For example, some landlords like to authorise every expenditure item before it is incurred, others are happy to give complete autonomy to the agent. L&T will adapt their processes to meet the needs of each client.

Going that extra mile

L&T frequently meet with landlords and tenants outside normal working hours, if that is what suits them best. A recent example was meeting a new tenant at their property at 11pm to hand over keys, avoiding that tenant needing to find a hotel. A further example is producing video updates for landlords who are unable to visit their properties (say due to age or ill-health), allowing them a 'virtual visit' to keep fully updated. Another example of going that extra mile is during the winter and summer holidays, when L&T tour all the properties on their portfolio to put bins out (and in!) at the correct times, ensuring tenants arrive back to empty bins at the start of term (and without an additional charges to tenants or landlords for emptying bins at the end of their tenancies).

Innovative service

L&T innovate to ensure they remain the leading letting agency in the town. Recent innovations include launching a new website geared to helping tenants. The website features a series of 'student factsheets' which L&T produced in-house, helping tenants throughout the renting process with all manner of things like property maintenance tips, cleaning tips, energy saving, recycling, preparing your home for winter, home security, fire safety etc. This is the most popular page on their website with tenants from all agents making use of it. The website also has a section for landlords, allowing them to log-in to view their statements, rental ledgers and copies of invoices. Tenants can also report maintenance via the website. L&T innovated when it comes to fire safety, producing an in-house tenant safety video demonstrating how to use fire fighting equipment and carry out weekly safety checks. L&T accompany this video with bespoke safety check sheets in each property, making it as easy as possible for tenants to conduct their checks and access important information. Both these innovative initiatives have been commended by Fife Council and the Scottish Fire and Rescue Service. Another recent innovation is investing in a drone to complete property roof and gutter surveys for our landlords, plus an app allowing tenants to report maintenance issues directly from their phones. This app is directly linked with our cloud-based maintenance software. A further innovation is launching a tenant discount card scheme, giving their tenants exclusive access to special discounts with local businesses.

Outcomes and achievements

- L&T has grown rapidly since launching with zero properties in 2014 to now managing a portfolio worth in excess of £30 million, employing three members of staff.

- L&T regularly receive overwhelmingly positive reviews and testimonials from their clients. Landlord testimonials are on their website, tenant reviews on Google (where they have an average rating of 4.8 out of 5 based on 36 reviews). Example of tenant review: "Not only are Lawson & Thompson professional but they are also extremely kind and genuinely care about their landlords, properties, and tenants. Couldn't praise them enough!!" and "Utterly fantastic agency found in the heart of St Andrews" and "Lawson and Thompson shine brightly against the host of other letting agencies in town. The application process was fair, painless and very quick (they have videos of all of the flats to check out on their website!), as was solidifying everything after the decision had been made. As far as being a tenant goes, any concerns that came up were dealt with extremely quickly and professionally.

- For the past two years L&T have been voted number one agent in St Andrews in the official University student survey of landlords and letting agents.
- L&T have a 5* rating on Facebook. L&T have organically grown their Facebook page and have the highest number of followers of any agent in the town.
- L&T are the highest rated agency on marksoutoftenancy.com - the website approved and promoted by the St Andrews Student Union.
- L&T are the only letting agent in St Andrews that has always sells out of properties each year such is their reputation for providing the best customer service.



CIH SCOTLAND 2019 EXCELLENCE IN DELIVERING HOMELESSNESS SERVICES AWARD

This award celebrates projects, initiatives and organisations working to prevent or relieve homelessness in their communities.

Queens Cross Housing Association

Queens Cross Youth Homelessness Service



Statement of support

Homelessness in Glasgow is very visible and is recognised as a priority by the Scottish Government. 25% of homeless presentations are from young people although they are underrepresented in official homeless statistics due to sofa surfing. 10% of homeless young people are in Glasgow. QCHA's Youth Homelessness team has been supporting vulnerable young people aged 16-25 for 25 years.

Our small team offers support 24/7 to 53 young people; thirteen in residential accommodation and 40 in secure tenancies in the community. We focus on:

- Early intervention, prevention and reduction of harm
- Self-determination and choice
- Shifting from residential living to independence in the community

We provide suitable, safe accommodation and support personal growth through a person centred, outcome base approach. Many of our young people have become homeless through family breakdown, leaving care or having recently left prison. Some have chaotic

lifestyles, have been sleeping rough and some have been excluded from other facilities.

Our service is directed by the young people and taken at their own pace. Young people are supported with maximising their income, reducing the poverty they face, personal development, health and wellbeing, family mediation and building positive relationships. Our model has the flexibility to move people on towards independence when they are ready and to increase support when they are struggling to cope.

Our service is registered with the Care Inspectorate and when last inspected was awarded top marks (6's) reflecting excellence in quality of our care and support and for our staffing.

"We were impressed how young people were involved in shaping and improving many areas of service"

"The service was exemplary in supporting vulnerable young adults to move on to independent living"

"I have never known a project like Queens Cross Youth Homelessness, where everything they do is about the young people they support and doing everything they can to give them as many opportunities as possible."
(Social Worker)

To help others understand the issues facing young people and their journey through homelessness we encouraged service users to make a short film 'A Place to Call Home' which our young people wrote, directed, produced and starred in - www.youtube.com/watch?v=aae9T6nKehM

We understand that our young people have had fewer opportunities and experiences that other young people take for granted so we provide a whole host of activities including a bike club, arts and crafts, fitness & healthy eating activities, theatre trips, culture club, martial arts and a gardening group.

In 2018, Association's the fundraising paid for a week-long outdoor residential holiday, set up a hardship fund for young people to purchase food and meet fuel costs, a start-up fund to allow them to purchase furnishings for their tenancy and to buy clothing for attending interviews or starting college.

We support service users into meaningful activities including work, training, volunteering and education. These outcomes are achieved through the team gaining young people's trust and by never giving up on a young person no matter the difficulties and challenges.

Being part of a community based housing association, we have ready access to high quality mainstream accommodation and can integrate young people into

the community through volunteering. For example, our young people contribute positively to a Cyber Seniors group, a mental health focused art group and deliver 5,000 copies of the Association's magazine to our tenants and local residents.

QCHA contractors have created work placement opportunities which are invaluable additions to the CVs of young people who are not yet work ready.

Mirroring Housing First, we deliver a package of support that helps young people recover, live in safety and put steps in place for a positive future.

Outcomes and achievements

In partnership with young people we enable them to achieve positive outcomes:

- reducing repeat homelessness – in 11 years no young person supported by our service has been evicted from their tenancy,

In 2018

- Before entering the service 6% were in employment; in service 26% were in employment
- Before entering the service 13% were in education, in service 42% were in education
- Before entering the service 21% would have identified as having issues with alcohol and drugs; in service 9.4% identified themselves as having issues with alcohol and drugs.
- Before entering the service 30% were picking up criminal charges; in service only 9% picked up new criminal charges.

Donna (name changed) grew up in a household where mental health issues and domestic violence were prevalent and became homeless at 18. In 2016 she lacked confidence, suffered from anxiety and was very isolated.

Since 2017 Donna has held her own tenancy. She plays an active role in the Care Inspectorate using her own experience to ensure that young people receive high quality services. She volunteers in the community and is a Champion for the Youth Homeless Service.

In November 2018 age 21, Donna was co-opted onto the Association's Board.

Hillcrest Futures

Hillcrest Futures Resource Hub



Statement of support

Homelessness in Edinburgh is as complex and multifaceted as the needs of the individuals who use the services dealing with homelessness. While it would be hard to summarise what this looks like succinctly, the overriding picture is one of limited funding, housing and resources, especially resources which can accommodate the chaotic and hectic lifestyles of some of the most vulnerable individuals. Access to resources and skills classes has often been restricted by age, ability to attend classes on a regular, sometimes daily basis, as well as cost. Another barrier for individuals has been present for those who need additional support and encouragement to engage with services and progress.

Hillcrest Futures Resource Hub allows service users who are homeless or at risk of homelessness to develop skills and resilience to overcome the barriers to social inclusion which many individuals have had to face in such circumstances. The project supports people to challenge these issues through an open, supportive and safe environment for individuals to use the services on offer, through a range of skills and confidence workshops. This has included cooking, IT and tenancy skills, addiction recovery, mindfulness and confidence building. Individuals are encouraged to set their own goals for positive progression in a safe, supportive environment with an emphasis on individual need and achievement. The project offers this within a drop-in framework without expectation or restriction on timescale, enabling individuals with chaotic circumstances an opportunity for positive support to become re-involved and engaged with the community and make positive progression.

As a project, the intention is to put the people that use the service in a position of responsibility and ownership. What was learnt in doing this is that the impact and benefits to people outweighed what was initially envisaged. Members who wished to take part in the development of the project were incredibly focussed, creative and thoughtful when it came to improving the way in which activities are delivered and how sessions are planned and advertised. Feedback from service users has been overwhelmingly positive and focussed on the relaxed ethos of the project in allowing individuals to move forward in their lives and build the skills needed to make positive changes.

One service user is now working with another agency supporting people coming out of prison, having previously had a chaotic drug addiction for over a decade. Another individual is starting their second year at university. Another individual has maintained their own flat, having previously not stayed in one place for more than six months due to drug use and imprisonment. This person wanted to share his experience as follows:

G is 50 years old and has spent more than a decade of his adult life in different prisons and young offender institutions due to his addiction and mental health difficulties. When not in prison, G describes his living situation as being a mixture of hostels, B&Bs, and rough sleeping. When G first attended the project, he was in a hostel and looking into getting his mental health issues treated and deal with his substance misuse. Unfortunately, G struggled to manage the restrictions of living in a hostel environment and ended up back in a B&B. Over this time, G attended the project almost daily and worked extremely hard in keeping himself busy and, in his own words, 'out of trouble'; attending various skills workshops. G now has his own flat, manages his drinking and drug use and is no longer involved in the justice system. G frequently expresses the importance of the project in helping to achieve what he has, including renewing contact with his family.

Outcomes and achievements

In addition to feedback and anecdotal evidence, the project has a range of targets and outcomes which are recorded through self-reported questionnaires. The different outcomes achieved by people using the project in 2018/19 were as follows:

- Number of people engaged with: 124
- Individuals reporting increased confidence and resilience: 98
- Individuals reporting increased ability to deal with day-to-day issues: 88
- Individuals reporting increased ability to manage money: 67
- Individuals reporting increased ability to manage tenancy: 76
- Individuals reporting increased IT skills: 69
- Individuals reporting increased mental or physical wellbeing: 48
- Individuals reporting increased participation in the community: 112

- Individuals reporting income maximisation: 29
- Individuals reporting positive housing outcome: 34
- Individuals entering further education/volunteering: 12
- Individuals who gained a qualification: 28

From the HL1 Scottish Government statistics

- In Edinburgh, tenancy loss as a cause of homelessness is over double the Scottish rate (Edinburgh 30% v Scotland 13.6%)
- Homelessness presentations in Edinburgh have risen by 5% in 2018-19
- 35% of homelessness applications in Edinburgh have one or more identified support need.
- 9% of homelessness presentations in Edinburgh have experienced a previous episode of homelessness

North Lanarkshire Council

Access to Opportunities



Statement of support

Homelessness Context and Purpose of Initiative

Access to Opportunities is a specialist employability and housing service piloted for the last year by North Lanarkshire Council, Barnardo's and Simon Community Scotland that supports young people with a history of homelessness to move towards and into employment. It was funded by the Scottish Government Employability Innovation and Integration Fund and as a result of its success is now incorporated into mainstream services within the Council.

This programme was developed recognising that mainstream employability services can often lack the skills and flexibility that are required to address the additional barriers to employment that those who have experienced homelessness may have.

The prevention of homelessness and the provision of appropriate housing support is a key priority for the Council and its partners as the outcomes for those experiencing homelessness are significantly poorer than the general population of North Lanarkshire. North Lanarkshire has experienced a particularly acute increase in homelessness over recent years with an increase of 11% in homelessness assessments over the 2017/18 and 2018/19 period, notably higher than the national increase of 3%. Furthermore, young people (aged 16 - 25) represent 12.5% of the population in North Lanarkshire, but accounted for 37% of all homelessness applications in 2018-19, indicating that young people in North Lanarkshire are disproportionately affected by homelessness. To compound this unemployment rates in North Lanarkshire have also been historically higher than the national level with employability services in North Lanarkshire needing to increasingly effectively engage with individuals who have significant barriers to employment, including people with mental health issues, disabilities, long term health conditions, addiction issues and people who are or have experienced homelessness. These groups are considered to be further away from the labour market than those normally engaged by the programme, and as such require more intensive support than employability services have previously had to provide.

Given these factors the Access to Opportunities programme was developed to help tackle homelessness in the following ways:

- Help homeless people into employment or training
- Improve the employability prospects for homeless people, including those with complex needs
- Increase skills and confidence of local people affected by homelessness
- Make links with other initiatives and maximise awareness of the additional barriers facing homeless people, and opportunities for them
- Support more homeless people to sustain their employment and their involvement with employability and training opportunities.

Impact and measures of success

The Access to Opportunities Programme has had a profoundly positive impact on young people experiencing homelessness, achieving a number of positive outcomes and destinations. Specific outcomes include:

- Many participants have moved into work or are actively looking (11 moved into employment, 16 now applying for jobs, 25 referred to Routes to Work, 9 begun volunteering, 10 completed accredited training courses)

- Development of hard and soft skills (60% referred to external training courses and two thirds completing the training; participants reporting life changing changes in confidence and motivation enabling them to take part in activities they never thought possible previously)
- Reduction in social isolation of participants
- Enabled participants to recognise and receive help for barriers
- Addressed current gaps in services with mainstream services unlikely to have engaged this particular group as effectively
- An integrated approach allowed knowledge to be shared

This project has significant scope to be replicated across other partnerships. It has many key learning points which are of immense benefit in helping to understand the complex and different needs of young people experiencing homelessness and the employability barriers that they face and how to adopt more effective engagement methods to achieve better outcomes for young people, services and communities.

Outcomes and achievements

The aims and approach of this programme differed significantly from other existing employability support and is unique in its focussed, tailored approach to effectively engage a vulnerable population group affected by homelessness. There is already clear evidence which illustrates the success of this well considered approach as outlined in the impact measured. Over and above this however is the broader impact of early intervention, targeting more intensive support at an early opportunity to enable young people to take positive decisions and steps in their lives providing opportunities for better longer term outcomes.

The success of Access to Opportunities is substantial, leading to a deeper understanding across employability services, housing services, health and

social care, third and independent sector of the barriers that young homeless people experience in accessing employability. A deeper empathy and cultural shift in attitudes and perceptions from employability staff has been evidenced with a clear vision of how services can work better together to more effectively engage and support young people experiencing homelessness. A clear indicator of this success is that the pilot project has been sustained and that employability services in North Lanarkshire have secured additional posts to continue this valuable support.



CIH SCOTLAND 2019 EXCELLENCE IN LEARNING AND DEVELOPMENT AWARD

This award recognises outstanding projects which have been proactively implemented to develop people and staff. Shortlisted entries have shown demonstrable business impact, performance improvement and organisational commitment to professionalism of their staff.

Link Housing Association Ltd

Excellence in Cyber Security Awareness



Statement of support

Link has long been committed to maintaining a professional, knowledgeable and inquisitive work force. In 2016, Link was subjected to a highly sophisticated phishing attack and although our security controls prevented attackers gaining access and retrieving data, a number of staff fell prey. This highlighted vulnerability and the potential operational impact where attacks result in compromised data, slow or damaged systems and drained resources and led to a need for more innovative styles of learning to identify and eliminate cyber-attacks.

We recognised that staff across the whole workforce were not fully aware of the impact of cyberattacks or were fearful of their ability to identify them. The high risk to Link and the diverse range of knowledge and skills within the workforce meant that training was a priority, but that we could not rely on a single standard method of learning.

We explored available training but couldn't find anything that was aimed at non-technical staff. We wrote and developed our own bespoke Security Awareness training to address the human link in

the security control chain. This training focuses on identifying phishing emails and malicious websites and shares tools and best security practice. It is delivered by Link staff at induction and staff conferences and we have now commissioned an online platform to conduct annual refresher training.

Our approach is to focus on myth busting and making the concepts accessible and engaging. We discuss three questions: who is to blame; what do we have to fear; and who is responsible? By accepting that attackers are to blame, and they should fear the legal consequences of their actions, staff are no longer afraid. Removing the fear has impacted enormously on spreading the ethos that everyone in the organisation is responsible for security.

In the interactive sessions staff are taught how to identify warning signs in emails, eg hyperlinks and attachments, which may be malicious. We know that many staff can be uncomfortable around their lack of knowledge in this field and may not admit, in a traditional training session, if they are struggling to understand. We designed and commissioned 300 flashcards to support communication between 20 to 150 staff and a trainer. The cards have letters on one side and colours on the other. Staff show these cards to indicate their response to questions or their understanding of a concept. The trainer can easily read the room for understanding and perceptions and customise the delivery of the training as it is in progress. Following on from this, we send out an anonymous survey to assess the new level of security awareness.

This 'no blame' approach follows on into the working day. We encourage staff to report any email, website or behaviour which they are uncertain about, regardless of the degree of uncertainty. We deployed a 'reporting' button to make the reporting process three simple clicks. Since the training was rolled out in

2016, staff have moved from being a large part of the risk to becoming our strongest allies in defending the business from external threats.

Our weekly newsletter 'catch of the month' details a phishing report, its' analysis and the protective actions taken. This newsletter details the initial suspicions of the reporter and any actions they took. This is a useful way of continuing to promote awareness and celebrate successes.

Staff know that training and awareness is not a solution on its own and that attacks can be successful, but they now recognise and report threats more readily,

which means the risk can be isolated quickly and do less damage. We have engendered a new mindset in the organisation and staff have benefitted from this personally. They are more security aware at home and can pass this valuable learning to family members.

Our training has been shared with the Scottish NHS via The School of Design and Informatics at Abertay University to help in designing a security awareness programme.

Outcomes and achievements

Following the initial training there was, as expected, a spike in reports of phishing, however, staff continue to report multiple phishing emails on a daily basis, and this consistent baseline has been maintained, with over 50 reports a month.

Every month, we feedback to staff on any blocked emails; who reported it and what negative action was prevented. This provides a continuous loop of reporting and learning.

Examples of staff feedback following the training:

"How to spot phishing emails was very interesting! I will definitely use the advice and tell others too."

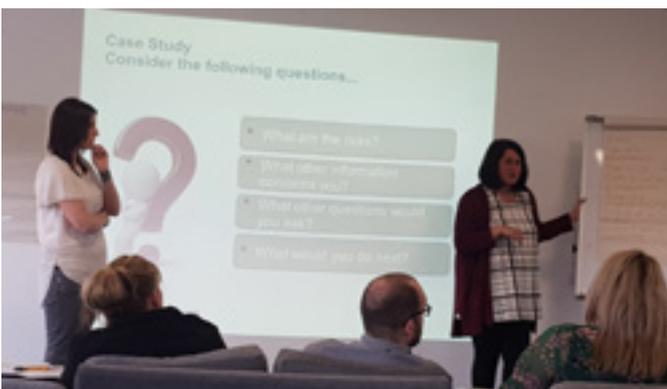
"The best part of the conference day was the data protection and ICT security section - I learned a lot especially from the email/website analysis activity."

Our trained and vigilant staff also help third parties by enabling us to notify other businesses of issues affecting their staff or that their websites have been hacked.

A by-product of delivering the training is achieving accreditation by Cyber Essentials Scotland. The Government-backed scheme helps businesses achieve protection against the most common cyber-attacks. Link, the first RSL to achieve this, is leading the way toward cyber resilience across businesses in Scotland.

Wheatley Group

Transforming our frontline response to domestic abuse



Statement of support

Wheatley Group is Scotland's leading housing, care and property-management group, operating across 17 local authority areas, managing 80,000 homes and serving over 250,000 people.

They aren't there simply to provide housing. Their 'more than bricks and mortar' approach means they also provide a range of responsive wrap around service support, to help their customers' lead better, safer lives.

The Group Protection team assumes operational and strategic responsibility for Public Protection issues facing Wheatley customers and communities, with domestic abuse being a key area of focus for the team.

They know that roughly 60 incidents of domestic abuse are reported each week at or within 25 meters of a Wheatley Group property - these incidents account for around 20% of all calls to Police Scotland at their properties. This is an issue for customers and one that staff have to deal with daily.

The Group Protection team responded to this by allocating resources to attend the monthly Multi Agency Risk Assessment Conferences (MARAC) in Glasgow. The MARAC meeting operates with the purpose of partners/agencies sharing information to allow safety planning for the victims of domestic abuse - the main agencies present include Police, ASSIST, Women's Aid, Education and Social Work.

In order to support the output from the MARAC meeting - where Housing Officers are skilled, equipped with the tools and knowledge and educated enough to provide a suitable response to identified victims - the Group Protection team embarked on the design of a tailored training programme to develop these staff appropriately.

In partnership with SafeLives (Domestic Abuse Charity) and Wheatley's in-house training academy, the Group Protection team created a bespoke training package for all 300 Housing Officers (plus an additional 200 frontline customer reaching staff), which comprised of a full day face to face training session co-delivered by experienced trainers from both organisations. Wheatley is the first RSL in Scotland to deliver this training to staff in partnership with SafeLives.

The partnership also jointly created a 30 minute online module that all staff across the Group can access to educate themselves on domestic abuse and access information relating to support.

The practical face to face training covers: understanding domestic abuse and how it develops, the practicalities of asking about domestic abuse, the legislation, the disclosure scheme for Domestic Abuse Scotland and risk management options. It also covers the Risk Identification Checklist (RIC) in great detail and up skills staff with the ability to apply and complete it with a victim to safety plan and access support that is tailored to the individual.

Having frontline staff trained in this area, means that when they identify victims - either through the monthly MARAC meeting or any other method - Wheatley Group is confident that staff have the correct

knowledge and skills to best support the victim. Feedback from this training has been extremely positive with many saying it is the best training they have been on. One Housing Officer said: "I have not come away with the 'the fear' which is the first time for training on this topic."

The team has further enhanced this training with the development of a supporting toolkit for staff and downloaded Bright Sky (domestic abuse App) onto housing officers' ipads, to ensure they have resources and support at their fingertips during any customer interaction.

This pioneering and proactive approach towards staff professional development is in line with the principles outlined in the new domestic abuse guidance for social landlords: its ethos is to prevent homelessness and offer victims the support and options to best serve their needs.

This also evidences the Group's commitment to CIH's Make a Stand Pledge.

Outcomes and achievements

The fundamental objective for the training is to have staff that are confident, knowledgeable and educated on domestic abuse and able to provide an effective, tailored response to victims.

The training has successfully delivered on this objective, as exceptional feedback from both the course trainers and participants has been received, stating the training will inevitably make a real positive difference to the lives of victims and their children.

Housing Officers have begun to complete RICs with victims and use the pathways outlined within the training to appropriately support and signpost customers to specialist services where necessary.

They have expressed that the training is invaluable and helps them carry out their role to the best of their ability, in being able to directly support and safety plan with victims.

236 staff have completed their training, with the remaining due to do so before the end of this year.

Wheatley is the first RSL in Scotland to work with SafeLives to provide this intensive course to frontline housing professionals, as it is recognised that these officers are best placed to engage with victims, out of the numerous services and professionals they encounter throughout different areas of their lives.



CIH SCOTLAND 2019 EXCELLENCE IN ORGANISATIONAL CHANGE AWARD

This award recognises organisations that have achieved a transformation or turnaround in their culture and can demonstrate excellent results. Shortlisted applications have shown how they have transformed culturally, the reasons for this change, and the positive impact this has had on the organisation.

Port of Leith Housing Association

Culture Club



Statement of support

The key principles of the project were about being inclusive and ensuring the values were developed by staff i.e. bottom up. The Association had a staff charter which was displayed throughout our buildings, but this was becoming “wallpaper” and we wanted to address that.

The process started with an all staff (c.100 people) event to explore what organisational culture is, the importance of getting the right culture and what kind of behaviours best represented our culture. Through café style discussions involving all staff and by distilling all the suggestions into the most popular themes, we identified 5 key values that reflected what all staff wanted to experience at work.

The next phase was to select a name for the journey that we were embarking on. Through staff suggestions and a doodle poll, the name “Culture Club” emerged as the favourite. The Association then engaged a consultant to act as the independent facilitator to assist with agreeing a definition for each value

and to develop a mechanism to measure how staff considered that the organisation and individual members of staff adhere to the values. This was to ensure that the results were not influenced by the leadership and operational managers, and instead were a true reflection of staff’s opinions.

Further activities were carried out with all staff being asked to complete a self-assessment of their behaviour against the values, as well as undertaking a 360 feedback for each member of staff from up to 6 of their colleagues on how they are perceived to be “living the values”. Team scores were extrapolated from the feedback from individuals. The outcomes were followed up through discussions at 1:1s meetings with line managers and at team meetings to explore how they to address any identified issues.

The Association also engaged a consultant to deliver two events for all staff and Board members on the concept of “Being Brilliant” and “Staying Brilliant” and the power of positive thinking, to encourage everyone to be the best version of themselves and to help identify behaviour that is not in line with the values.

We repeated the self-assessment and 360 feedback exercise 12 months later to monitor whether there had been any change in behaviour owing to the “Culture Club”. We recognise that getting the right culture is a process and not as a tick box exercise. We have therefore continued the journey of embedding the values culture through organising “Positive Challenge” workshops to provide all staff with the tools to appropriately and assertively challenge in an adult to adult way any perceived negative behaviour at work.

We faced some challenges, including a lack of confidence amongst some staff about the capability of Managers to demonstrate the values. This has

been addressed through a comprehensive leader/manager development programme. As a result, more control has been passed from the leadership team to operational managers, delegating authority for decision making to where the day to day work is undertaken, and helping us all to make decisions based on our values of inclusion and support.

Culture, sometimes a nebulous concept and we have tried to make our process innovative, engaging and fun to ensure that all staff, including the “sceptics”,

fully participated. Our approach to challenge any scepticism was to be honest, embrace the feedback and listen. We took the view that this had to be staff led, all opinions mattered and importantly control was given to the staff. Culture change is a long process and we continue to encourage and support each other to live the values and positively challenge people’s (regardless of their position) if their behaviour falls short of our values.

Outcomes and achievements

The project delivered a set of 5 organisational values, definitions and behaviours as developed, agreed and adopted by all the staff and Board members. Staff are held accountable for their behaviour against the values through their 1:1s and annual performance appraisals. Measuring and benchmarking changes in staff’s opinion on how well the organisation and individual staff members behave against the values revealed an increase in positive ratings in 2018, compared to 2017.

Value 2017 2018 Movement

Inclusion 59% 79% 20%

Honesty 58% 76% 18%

respect 62% 76% 14%

Support 73% 88% 25%

Innovation 53% 70% 27%

Organisational culture is about shared values and beliefs, how people should behave and interact. We believe that having the right culture enables us to deliver excellent services by having empowered, motivated staff, as evidenced through our recent Investors in Diversity accreditation, and our ranking in the Sunday Times Best 100 Not for Profit Companies to Work For in 2019.

The values and definitions are displayed creatively throughout the building as daily reminders.

Staff now have tools to constructively challenge colleagues and can expect a work environment which enables them to deliver their best for the Association

Craigdale Housing Association

Craigdale - Stronger on the other side



Statement of support

Recognising, managing and leading the process of organisational change is vital for Craigdale Housing Association’s long-term viability as an independent organisation and for ensuring the continued confidence in the organisation from key stakeholders.

In 2016, Craigdale recognised the need to change its culture and associated behaviours. A Whistleblowing incident had occurred; Independent Investigations

ensued, the outcome of which demonstrated a culture of bullying and poor governance within the organisation. March 2017 Craigdale was placed on Medium engagement with the Scottish Housing Regulator.

Transformational change needed to happen. Change needed to be managed effectively within Craigdale, if not then the organisation could become destabilised; Staff and Board members could become anxious and resistant to the change and it could impact negatively on the organisation’s reputation locally and with key stakeholders.

It was important for Craigdale to become a values-led organisation and to lead people successfully through this change. The first stage in the process was to review Craigdale’s purpose and review its vision. A Business Away Day was arranged in October 2017, which was facilitated by an independent consultant. Staff, Board members and stakeholders (service providers and the Independent Investigator) attended the event. Various outcomes arose from the day. A new vision of ‘Changing lives for the better’ was agreed; agreement was reached that any future innovation

or change must reflect Craighdales' new values of respect, openness, trust and listening, and ultimately must contribute to meeting Craighdale's vision. Organisational behaviours were also agreed during the Away Day. The new cultural values and behaviours and are now contained within Craighdale's Business Plan and underpin the organisation's ethos.

The Management Team and Office Bearers lead by example and inspire others to do the same. To help embed change within the organisation, Craighdale's values, behaviours and vision are communicated to Staff and Board members through the following: printed on Staff and Board meeting Agendas; are displayed throughout the office; are contained within key strategic documents and Delivery Plans.

Some challenges were encountered during the change process in terms of Staff having to deal with past issues. An independent consultant was engaged to facilitate a Critical Incident Debriefing Session with the Staff team. This was a powerful process, which empowered Staff to deal with past issues and move on.

It was important to embed the new culture and behaviours within the organisation as this will ensure long-term success and ensure confidence from key stakeholders. The Management Team and the Board lead by example and inspire others to do the same. Staff and the Board fully understand the importance of embracing change as a values-led organisation. As an Investors In People organisation, Craighdale encourages innovation and change and creates a safe environment for people to share their ideas - at

meetings; Business Away Days; Open Door approach from the Senior Officer; through independent Staff surveys and general communication and genuinely valuing people and their contribution to the organisation.

Implementing new values, behaviours, and vision within Craighdale was the catalyst for further change within the organisation, for example the organisation now has:

- A new Staff Appraisal and Personal Development Policy and processes.
- Revised approach to Board membership, recruitment and support
- New Board members with specific skill sets
- A Succession Planning Policy
- An annual independent governing body skills assessment, appraisal and training plan
- Annual independent Staff survey
- Board representatives observing other governing body meetings
- Two Staff representatives who meet with the Chairperson and another Office Bearer every 6-months to discuss any issues of concern
- A strong, confident and passionate Board and Staff team
- Excellent governance

Reference will be provided by Andy Ballard, Associate Director, Altair Ltd. E: andy.ballard@altairltd.co.uk

Outcomes and achievements

Stakeholder confidence:

- March 2019 Low engagement with the Scottish Housing Regulator
- June 2019 Grant Planning Target approved by Glasgow City Council for a Design & Build development opportunity
- August 2019 Investors in People Gold Status
- 7 September 2019 delivering a Plenary Session at the Scottish Federation of Housing Association's Governance Conference

Key performance results from the Annual Return on the Charter, March 2019:

- Average time to complete non-emergency repairs was 2.5 days. Scottish average 6.6 days
- 95% of reactive repairs were completed 'right first time'. Scottish average 92%
- Average of 2 days to re-let homes. Scottish average 31.9 days

Key results from independent Tenant Satisfaction Survey, April 2019:

- 98% satisfied with the overall service. Scottish average 90%
- 98% satisfied with being kept informed about services and decisions. Scottish average 92%
- 100% satisfied with the opportunities given to participate in decision making process. Scottish average 86%
- 96% satisfied with repairs service. Scottish average 92%

Key results from independent Staff Satisfaction Survey, August 2019:

- 100% of Staff believe that Craighdale makes a positive difference to people's lives
- 100% of Staff believe Craighdale's leaders are role models for the Association's values
- 100% of Staff believe their personal values are in line with Craighdales

Queens Cross Housing Association

Leadership Transformation at Queens Cross



Statement of support

When Queens Cross received the results of their Best Companies survey in December 2016, they identified that there were issues around Leadership in the Association. In particular, their middle managers indicated that they felt disengaged from the senior management, unenthusiastic about the Association's vision and insecure in their roles. They did not think that departments worked well together and were unhappy about the level of development offered to them.

The Chief Executive and other senior staff took the time to engage with employees, exploring the issues raised and how these could be addressed. Following this, they developed a new model of leadership which they implemented in January 2018.

They replaced a 15 person Senior Management and four person Executive Team structure with a 28 person Leadership Team. This change allowed the Association to engage and involve middle managers by directly including them in the Leadership Team.

The new model of leadership required a new method of working with shared approaches and behaviours. A behavioural commitment for the Leadership Team was agreed, signed off by all team members and publicised to employees via the Association's intranet.

A development programme was agreed for all members to ensure that the team worked collaboratively and effectively, as well as to increase the confidence of new members and ensure that their voices are heard.

Queens Cross identified a range of interventions to address identified needs. These included development sessions that took place as part of each of the Leadership Team's quarterly meetings,

inter-organisation development sessions with other Housing Associations, individual coaching from Directors and senior managers and the opportunity to attend the Holyrood Summer School.

Having identified the key traits they wanted to achieve, Queens Cross commissioned development sessions from a number of topic experts to be delivered in-house. The programme for 2018/19 consisted of:

- (1) Identification of Leadership Styles - of both the individual and the organisation
- (2) Communication for Leaders
- (3) Optimising Performance
- (4) Organisational Resilience

Queens Cross also joined with partner Housing Associations (ngHomes, Hanover HA and Eildon HA) to hold inter-organisation development sessions with high quality speakers to motivate and enable their Leadership Team to learn and network with a wider range of leaders. The speakers at these sessions were:

- (1) David Smith - 7 Principles of Building High Performance Teams
- (2) Michael Nicholas - Leading with Engagement in Mind
- (3) Henry Rose Lee - Maximising the potential of ALL generations

In addition, members of the team also received training for individually identified needs, such as advanced presentation skills, performance management and process mapping.

The new team needed new ways of information sharing so an online portal was created on the Association's intranet. Leadership Team members can share and access relevant documents through the online portal.

A working group structure was put in place to support decision making by involving staff from all levels, to ensure the right employees are engaged and contribute to informed and sound decisions. These encourage further communication and help with succession planning. The model also contributes very well to effective Business Planning which involves all staff.

Outcomes and achievements

Queens Cross recorded quantitative and qualitative improvements following these changes. In the 2018 Best Companies survey, the Leadership score rose from 4.18 to 4.6 (on a 7 point scale), a rise of 10%. The opinion of middle managers on leadership improved by 19% in the same survey.

An external facilitator was employed to conduct a review of the Leadership Team. Using the appreciative enquiry model they gathered clear evidence of its success, with demonstrable benefits to team members, staff and customers. This thorough piece of work also identified actions that will enable the team to continue to improve and develop to ensure ongoing success.

Specific examples showed evidence of more effective and efficient delivery of services to customers, increased inter-departmental working and increased confidence in job roles, particularly among new members of the team who may previously have felt overawed when participating in discussions with more senior managers or directors. Satisfaction with communication has improved significantly across the Association as the structure allows this to be much more direct and informed which benefits everyone, particularly front line staff. The development work that led to the articulation of an agreed leadership style has been very powerful in improving the organisational culture.

Ypeople

Values Framework



Statement of support

Ypeople has a lengthy and distinguished history as a leading social care charity which brings about positive change in people's lives

However, the expansion of its range of services in recent years had created a number of challenges including geographic spread across Scotland, greater diversity of its services, a need for more effective recruitment and increased awareness amongst staff of the changing requirements of service users.

The management team recognised that, in order to ensure its people and services were genuinely fit for the purpose of tackling the challenges facing those it supports, it needed to undergo a major change to its approach.

While the organisation did previously have a set of 10 values, these were rarely used or referred to by management or staff, essentially being confined to a page on its website.

The initial impetus for change within the organisation came from an HR perspective, specifically a desire to move to a values-based approach when recruiting rather than the existing method which was based on competencies.

However, it quickly became clear to the management team that a values-based approach for all Ypeople's activities would deliver key objectives for the business as a whole.

These included creating a much more unified organisation, establishing better staff communication, equipping staff to offer a more effective service, improving staff appraisals and training and, most importantly, delivering services which better met users' needs in the 21st century.

The aim, therefore, was to create a values framework which, rather than being simply seen as 'wallpaper' would play a central role in the organisation and the services it offers.

Following an extensive consultation exercise encompassing board members, staff, service users, volunteers, external stakeholders and the general public, a new Values Framework was created consisting of Respect, Integrity, Compassion, Aspirational and Reflective.

These new values were launched via a series of roadshows across Scotland for staff, helping them understand the part they would play in Ypeople's future and evaluated via employee engagement questionnaires.

Their introduction led to a full scale review and redesign of all aspects of the organisation including:

- overall business strategy
- business plans for each service area
- recruitment
- appraisal, supervision, training
- Key Performance Indicators
- board reporting

A key element was the creation of a video featuring Ypeople's service users discussing the new values and talking about their own experiences of dealing with Ypeople staff and services. This video and the wider

roadshow were important, not only in demonstrating that service users were at the heart of the organisation but also in helping tackle the organisation's geographical spread by communicating a strong sense of unity for staff.

These values now underpin all Ypeople's activities at every level of the organisation. Their introduction has been particularly beneficial in assisting its work around Psychologically Informed Environments (PIEs). In Scotland, Ypeople has pioneered the implementation of PIE services which are designed to recognise the emotional and psychological needs of individuals, particularly those who have experienced complex trauma.

A refreshed supervision and appraisal system has also been introduced focusing on maximising people's personal development as well as providing clarity on performance and outcomes for each role.

Appraisals no longer rely on numbers to evaluate performance but focus on appraising an individual's performance against values and seeking evidence on how supervision and training works towards those values.

A revamped induction process ensures all recruits understand Ypeople's values, the thinking behind them and recognise how they should be applied to the charity's dealings with colleagues, with service users and other external stakeholders. An important part of the induction process is the values video which is shown to all new recruits.

Outcomes and achievements

Clear evidence of the success of Ypeople's transformation strategy can be seen from the external recognition it has attracted. In 2019, Ypeople received a 5 star Recognised for Excellence award in addition to two Good Practice awards for Succeeding Through the Talent of People and for Managing with Agility.

Recognised for Excellence awards organisations which demonstrate high levels of performance against the nine criteria of the EFQM Excellence Model.

The Good Practice award for Succeeding Through the Talent of People recognised its 'people focussed culture, high levels of investment in staff and wide range of ways through which staff are engaged, motivated and encouraged to put forward their own ideas and suggestions.'

The Managing with Agility award recognised Ypeople as 'an organisation which ensures agility in responding to strategic challenges and delivers continuous improvement, by bringing together board members, leaders and staff into Task & Finish Groups'.

Employee evaluation statistics for 2019 demonstrate positive feedback from Ypeople staff:

- 86% said they were happy at work (2018: 83%)
- 93% said they were proud to be a Ypeople employee (2018: 82%)
- 90% said they would recommend Ypeople as a place to work (2018: 82%)

Scottish Borders Housing Association

Borders Without Barriers



Statement of support

In 2015 SBHA embarked on its “Borders without Barriers” Programme - a journey to transform the experience of customers and support the SBHA Team to shatter the barriers that inhibit great customer service.

The Borders without Barriers programme sought to:

- Future-proof services, aligning them to the changing needs and expectations
- Create more accessible and visible local services.
- Increase value for money in delivery.

The programme consisted of a whole system change of infrastructure, customer experience and people.

Listening to customers

The ethos of Customer back starts with the customer in mind, seeking to focus the whole organisation on delighting customers and modernising services to meet their needs. SBHA offers 18 ways for Tenants to get involved, from focus groups to walkabouts and Scrutiny. This has moved SBHA from transactional to interactive working with Tenants, offering real influence on how services they receive and delivering better outcomes. The move to Quarterly independent satisfaction survey and real-time transactional surveys gives live feedback on the customer's experience of services, driving up satisfaction at an early stage.

The Community Team Model

Think global, act local reflects the Community Team model. Bringing together the technical and housing roles at a local level, empowered through devolved budgets in each Neighbourhood (with the benefit of mobile working) they deliver a whole and visible service in Tenant's homes and communities. Increased engagement through regular estate walkabouts and roadshows gives the opportunity to share with SBHA ideas and priorities. The Teams have access to the annual £750,000 Great Places Fund, which invests in the local environment, increases cyclical maintenance routines and reduces reactive repairs.

Digitalisation

Customer Relationship Management (CRM), Mobile Working and Document Management were introduced, allowing the customer journey to be tracked and issues to be diagnosed more accurately. The has developed and is introducing an integrated customer self-service app, which will allow customers to access services at times that work for them. The Solutions Team provide a centralised customer hub for first point of contact, bringing together all service areas and providing seamless contact and resolution for the customer. Expanded opening hours, offering service access at times more convenient to customers has been introduced.

Clear Property Standards

The Community Team model shifts mainstream investment in homes and neighbourhoods. The 6 Year, £40m Life Cycle Investment programme invests in two neighbourhoods a year, covering all of its 5,500 homes. Based on Tenant feedback, a new service suite of standards were developed for repairs & maintenance, major works, the environment and empty homes. An Empty Homes Strategy for hard-to-let homes was also created.

Expanding support

Recognising changes in customer needs, particularly vulnerable tenants, SBHA enhanced its suite of support services including employability, financial inclusion services and partnerships on affordable warmth advice. These, along with introducing a Post Office Local at SBHA's Head Office are examples of services to support Tenants through Welfare Reform.

People and spaces

The SBHA Team has been central to the success of the Programme. Bigger roles with broader skills were created through the organisational re-design, creating career paths and the talent pipeline. Team members have been empowered through devolved budgets and Customer Service Excellence and Leadership programmes to make decisions that directly benefit customers. This has allowed the Team to forge strong connections with SBHA's values.

In the past year, SBHA has undertaken a major office redesign project, creating fluid, open-plan spaces that facilitate information sharing and collaboration, with teams grouped together in a way that reflects the customer journey, reinforcing the ethos of 'One Team'.

Outcomes and achievements

Tenants feel they have more influence and are better informed: Tenant satisfaction with SBHA's services shows a significant increase of 11% in 'Opportunities to Participate in Decision Making', and 8% in 'Being kept informed'. There has been a significant reduction in complaints, alongside service performance improvements in high volume services such as repairs.

More Tenants can access advice and resolve issues more quickly: an increase in calls handled, information sharing through CRM and the use of diagnostic tools have led to a dramatic increase in first-point-of-contact resolution- from 15% to over 80% - and significant reductions in abandoned calls.

A Stronger Team and Culture: the SBHA Team have embraced this change and SBHA's values. Increased confidence and empowered decision making has made a real & positive difference to how Tenants feel about services. This is reflected in achieving Investors in People (Silver), Investors in Young People (Silver) accreditations, Healthy Working Lives (Bronze) and a Recognition Award for workforce development from Borders College.

All of this has led to an increase in organisational confidence that sets the stage for the next era of service delivery, as SBHA continues to push traditional boundaries to deliver for its customers.

Dunedin Canmore Housing Association

New repairs model



Statement of support

Dunedin Canmore Property Services (DCPS) is the in-house Direct Labour Organisation owned by Dunedin Canmore Housing (part of Wheatley Group).

Dunedin Canmore joined Wheatley Group in 2015 which enabled the repairs and maintenance business to expand to deliver the service to other internal Group customers. As part of joining Wheatley Group, Dunedin Canmore launched its new vision "Investing in our Futures" which set out a 5 year strategic commitment including customer service excellence, innovation, top quartile performance and demonstrating value for money.

For DCPS the vision presented a challenge given in previous years they had struggled to demonstrate excellence customer service and performance. So in 2016/17, a comprehensive realignment of DCPS was undertaken to ensure the team was fit for purpose and capable of achieving the ambitious targets contained in the 5 year vision.

Key to this change was removing a traditional "client and contractor" culture and instead creating a "one team" approach. Leadership, innovation and accountability were enshrined throughout the business from apprentices to directors. The ethos included up-skilling the trade operatives, a "think yes"

culture and a customer driven performance regime. New performance reporting tools, toolbox talks, staff engagement sessions, customer feedback and investment in the teams has resulted in performance targets exceeding expectations within the first 2 years of the new operating model.

Innovation was also key in delivering this change. Several innovative products/services were launched including a handyman service for vulnerable customers, a strategy to improve pre-1919 tenement buildings; a daily job performance reporting tool; performance dashboard; electronic visual measure boards; and electronic material/stores management system. Store materials are ordered using a "just-in-time" philosophy via a new framework agreement including e-billing. Trades operatives are able to collect materials from local depots. The establishment of local geographical teams for the trades operatives has improved value for money by reducing travel time and increasing productivity - from 71% to 81% over 2 years. These teams are aligned with the housing and care teams - improving communication, addressing customer complaints and ultimately improving customer engagement/satisfaction.

In terms of customer service there has been an increase in joint visits undertaken with the Housing Officer and trades operatives to resolve more complex issues. Trades operatives are now empowered to book follow-on work directly from the customer's home, identifying materials availability and liaising with the customer for suitable appointment times. This delivers a one and done solution for the customer, rather than having to wait for a call back from an administrative member of staff.

Finally, becoming part of the Wheatley Group (one of the largest landlords in the UK) has delivered economies of scale via bulk procurement deals resulting in significant savings in fleet hire, waste management and materials. These savings are passed on to customers, maintaining the commitment to keep rents affordable.

Recent comments from customers include

"your workmen were excellent, on time, hardworking and tidied up too. They kept me up-to-date with what was going on and were always approachable"

"I recently had my kitchen replaced/upgraded and just wished to drop a line or two in praise of all the work-men involved in the project as I was more than impressed to say the least!"

Not only did they all act in a professional and courteous manner but all of them went over and above in order to make things go as smooth as they could under the circumstances.

Moving appliances on my behalf, taking great care with my personal items and simply being a superb bunch of blokes made the turmoil involved a little bit more tolerable"

Outcomes and achievements

The requirement for the new repairs model was to deliver customer service excellence, innovation, top quartile performance and demonstrate value for money.

Since introducing the new model, customer satisfaction with repairs has increased from 88% to 93% with upskilled and empowered trades operatives taking ownership of the customer experience. New innovative services have been introduced such as handyman support from vulnerable customers, and electronic visual measure boards enable all staff members to fully buy into the organisation's objectives.

All performance targets are now achieving top quartile as compared against our peer group. Significant improvements have been recorded over the past 2 years including:-; emergency repairs response times (3 hours to 2.6 hours); non emergency repairs (6.46 days to 5.25 days); reletting of empty properties (26 days to 10 days); and right first time repairs completion (89% to 95%).

Improving value for money has been achieved by restructuring on a geographical basis, reducing travel time and increasing productivity from 71% to 81%. Improved procurement routes have delivered 30% reduction in electrical material costs and 10% saving in fleet hire.



CIH SCOTLAND 2019

EXCELLENCE IN COMMUNICATIONS AWARD

Sponsored by: **resource**
making it happen

Whether it's delivering a campaign for social good; dealing with a crisis or simply raising awareness, excellent communications are vital to all housing organisations. This new award recognises housing teams (not just dedicated comms teams) who have delivered outstanding communications in the last year.

South Ayrshire Council

Communities Fun Day



Statement of support

South Ayrshire Council recognises the importance of engaging with our tenants and communicating with them in ways that are meaningful and relevant. Our approaches to Communication are set out in our Tenant Participation Strategy and are kept under constant review by our tenant-led Communications Group to ensure we are doing this in the best way possible. Our Tenant Participation Strategy 2019-2024 states "We want to continue to improve the ways we get information to our tenants, and over the next five years we will make sure our approaches reflect tenants' needs and wants with regards to being kept informed". An example of where we continue to improve and strive to give our tenants and customers a great experience of communicating with our services is our annual Communities Fun Day.

For many years we held an annual Tenant Conference in order to share information with tenants and communicate with them on current topics. Our Tenant Conferences were generally attended by a low number of tenants each year and were focused

around workshops and plenary sessions. Feedback from tenants indicated that they felt this approach to communication was too formal, and that this could present a barrier for tenants attending and participating more generally.

Our Involved Tenants played a relatively minor role in the delivery of Tenant Conferences, primarily involving facilitation of the event on the day. Following the poor attendance of the 2013 Tenant Conference, the Tenant Participation Team pitched a new approach for communicating with tenants and involving tenants in the organising of these events.

In 2014 a Tenants Event Working Group was established and planning of the first Tenants Family Fun & Information Day commenced. This event allowed tenants to attend along with their families and engage with officers from various functions within housing including housing options, tenant participation, repairs and new build engagement. Furthermore, our tenants got the opportunity to speak to other council services and third party agencies such as Community Safety, Police Scotland and Home Energy Scotland. Crucially, in order to promote attendance we also offered a range of free fun activities, such as an owl display, climbing wall and kite making.

It was clear that the new approach to communicating with our tenants was a success and 2015 saw Housing Services and the Tenants Event Working Group build on this method, and numbers attending the event continued to increase.

In 2016, the decision was taken by involved tenants and officers to rebrand the Tenants Family Fun & Information Day to a Communities Fun Day. This allowed the event to become more identifiable but also expanded the target audience we were

communicating with. Previous events allowed us to only communicate with current tenants. The approach of a Communities Fun Day allowed us to open up communication with tenants, service users, potential customers, future tenants and other households living within our communities.

Over the past 3 years the Communities Fun Day has continued to improve and grow. Each year the Tenant Event Working Group along with officers review feedback from tenants, stall holders, staff and tenant volunteers in order to ensure the Fun Day continues to improve.

Outcomes and achievements

Reducing costs normally means a decrease in the quality of an event, however due to opening the event up to sponsorship we have been able to improve the event but reduce the costs to Housing Services. Sponsorship is a great way for the Council's suppliers to engage with our tenants, and for our tenants to see how suppliers are supporting them and their communities to have this event.

In order to ensure our event is inclusive and accessible for everyone to attend, we have put measures in place to remove barriers to attendance. These steps include:

- Park and ride facility
- Shuttle bus from the town centre to the event
- All activities are free
- Free packed lunches and refreshments

The event has a real community feel to it and allows our tenants the opportunity to communicate with our services and other services they may not be aware of. By providing free activities for children, our tenants can access information at the same time as enjoying a free family event. Feedback from attendees proves this is beneficial to them – "I got advice I was needing whilst the kids were entertained!"

Berwickshire Housing Association

Betters Comms Group (Colin Turner, Nikki Allman, Sandy Brydon, Hayley Armstrong)



Statement of support

Three years ago Berwickshire Housing Association were doing good work but not telling anyone about it. Their communication with staff was improving, but, not as good as it could be. Then Nikki Allman arrived as Executive Assistant to the Chief Executive, she recognised the benefits of promoting the work we were doing and made it her goal to improve the way we told our story both internally and externally going forward. Soon she was joined by Sandy Brydon who was previously a local journalist and they took the organisation in hand.

The first challenge was to involve all departments in communicating better internally and externally. They wanted to make everything we did easy to read accessible and to make a positive impact.

Firstly, they needed to bring people together and quickly formed the Better Communications Group who represented all the departments with front line staff. The Better Communications Group then developed its first communications policy. Expanding on existing internal forms of communication, the Better Communications Team improved the way we communicate with colleagues using not just the traditional newsletter but social media and different SLACK (a digital idea sharing collaborative platform) channels allowing staff to have social and professional streams to chatter on.

The Better Communications Team involved all teams on big campaigns and set up our hugely successful Teapot on Tour. This was an excellent staff led approach to community engagement, whereby BHA takes a large teapot, cakes and lots of goodies to serve local people at events all over Berwickshire. Staff are visible to all we serve wearing the familiar red t-shirts with 'Happy to Chat' on the back, whilst making themselves available to talk to tenants, local people and any stakeholders and to take back any queries or concerns they receive. The intended outcome, to ensure we are seen to be accessible and willing to talk about even the difficult and challenging issues within our communities.

The Better Communications Team has served tea at dances, at the opening of the local Jim Clark Museum, at a Silver Sunday event in the local village Hall, at the county show and most of the local village festivals. It is the Better Communications Teams mission to take our story to the people we serve, not waiting or expecting them to come to us at BHA.

The team organise events such as the opening of our windfarm and the 21st anniversary garden party with their main aim to improve BHA's profile across the local community.

They have produced creative and imaginative annual reports and tenants newsletters and have vastly improved our website. This has led to greater focus on the strength of BHA's brand. Much of the work has been achieved through self tutorials and using a wider range of social media. One recent example was when BHA put our consultation about changes within our allocations policy online. This was a new approach to wider engagement and the Better Communications Team had set a return rate of surveys

to 50, much in line with prior responses. Within days over 150 people had fed back and this propelled the Better Communications Team on to build more digital engagement with our tenants and residents. Most notably our latest venture into Sheltered Housing will be digital, a challenge our Better Communications Team relish.

The Better Communications group is made up of frontline staff with talented people from corporate services supporting them. It has transformed how BHA presents itself. It stays true to the values but ensures we get messages across to the widest possible audience.

Outcomes and achievements

The Communication has been greatly improved with the introduction of Social Media with an increase of followers on Facebook to over 1,000 followers and also Twitter.

One achievement has been to reduce our printing budgets, be being considerate to the environment and remaining conscious of costs. By not printing our publications, but placing them online on our website and links through social media, this saves over £5,000 on each publication, of which three large publications are produced every year. We communicate with our tenants to ensure that we accommodate their

preferred needs in relation to how they receive information from us and this will continue to grow and develop.

The introduction of a new customer focused website will ensure our tenants will have the opportunity to contact us and have the option to manage their own rent accounts and become more digitally aware.

The Better Comms Team will continue to ensure that the social purpose is the core of the business and make the people the priority by excellent communication methods.



CIH SCOTLAND 2019

EXCELLENCE IN CUSTOMER SERVICE

Sponsored by: **Eydent**
The alliance of
Ayrshire housing
associations

AWARD

This award recognises organisations who can demonstrate customer service excellence in both practice and innovative approaches. Shortlisted organisations have used an innovative approach to gain insight into their customer needs and experiences and have used this to transform services to customers.

Wheatley Foundation

Wheatley Works



Statement of support

The Wheatley Foundation is a charitable trust formed to support customers of the Wheatley Group. The main aim of the Foundation is to make our customers lives better through our various programmes. Wheatley Works, the Foundation's employability programme, supports our customers to access much-needed training and employment opportunities, and was introduced in response to the challenging circumstances of vulnerable and disadvantaged customers - e.g. Only 25% of customers of working age are in employment.

Our tenants live in some of the most deprived areas in Scotland. Many people living in our households are socially excluded, vulnerable or experience barriers such as addiction, convictions or previous homelessness. Some of our tenants also come from multi-generational unemployment and as such they face multiple barriers and need support to access the opportunities that are available.

The Foundation launched Wheatley Works In 2018, bringing together a range of employability programmes and introducing new pre-training programmes to help customers get a taste of the working environment before taking up new opportunities. The pre-employability programmes allow us and our customers to see which opportunities are right for them, and whether they are ready to take the step into employment - or require more support to get there.

The Foundation is able to support Wheatley Group customers into both internal and external apprenticeships, paid internal placements and construction opportunities with our New Build contractors and suppliers of all kinds.

4 Wheatley Works Support Officers mentor customers throughout their journey to employment and progress on to placements. Having the Support Officer role in place for customers is a key aspect in helping our customers sustain opportunities and progress. When a customer comes to Wheatley Works, an advisor will meet with them and discuss what opportunities are available and identify the best options in partnership with the customer, tailoring the support to their individual needs.

From an external evaluation of one of our programmes, Changing lives, the support officer role was highlighted as a key success factor : "Customer feedback on the Support Officer role was highly positive... the great majority of interviewees, irrespective of the outcome of their placement, specifically praised the assistance they had received".

Feedback from one of our apprentices who was supported into employment after her placement came to an end: "I'm loving my new job. I'm constantly learning and I get to use my personal experience to

help young people who are in really difficult situations. I don't know if I would be in this position if it wasn't for Wheatley".

A particular success from Wheatley Works has been our Environmental Roots training, 4 week pre-training placements that allow customers to progress into an Environmental Apprenticeship or one year paid environmental placement with Wheatley Group.

113 customers took part in Environmental Roots last year, with 80 progressing into an apprenticeship or a Changing Lives placement. Customer feedback has been really positive:

"Environmental Roots and Changing Lives are great opportunities for both life skills and career opportunities; in my time here I have gained stability, confidence and better people skills. It has also given me the confidence in applying for jobs".

"The 4 weeks on Environmental Roots was very well planned out and didn't seem too long, it was easy to pick up the information and structured so as to be enjoyable and not boring. I am enjoying my first few weeks as a trainee and looking forward to cutting season"

Outcomes and achievements

In the first year of Wheatley Works, we supported 788 opportunities against a target of 700. These opportunities included;

- 441 training places: from 1 year paid placements to 4 week pre-training programmes
- 185 apprenticeships: include Business Administration, Environmental & Trade
- 162 jobs: progressions from placements and apprenticeships into employment

646 people benefitted from the above opportunities and 68% of opportunities went to a person living in a Wheatley Group home.

As mentioned, our aim is to improve the lives of the people who live in our homes. The outcomes our

customers have been able to achieve include more experience in the working environment, increased confidence & self-esteem and improved capacity to secure and sustain employment.

We have also had customers reporting back other outcomes such as being able to afford to take their family on holiday for the first time. One of our customers said "I'm better off in every way - settled in my family life, cleared debts, my confidence and fitness.

Each year we try to include new and different opportunities for our customers to give them more options that will allow them to pick the path they want, rather than the only option they have.

River Clyde Homes

We're awake when you are!



Statement of support

The Customer Experience Team's aim is to provide excellent, supportive services that meets the changing needs of our customers. The team front's River Clyde Homes' aim to be known in the community for being more than just a landlord, providing a multi-skilled local team available 24 hours per day, 365 days to manage any customer enquiries at a time, that suits the customer.

The vision for this service is; 'River Clyde Homes' customers will feel safer in their home; can access key services 24 hours per day and more people will choose to live in our properties.' This was based on feedback that confirmed customer satisfaction was very low, with a high failure rate across the organisation significantly focusing the desire for change. Customer feedback led to the creation of the '24/7 Safe at home' strategy and a ground breaking service. This involved the implementation and investment in a new CCTV service covering our regeneration area within Broomhill, Greenock and a new 24/7, 365 day service centre.

The newly formed Customer Experience team contributed a wealth of attributes that has grown the service and enhanced River Clyde Homes' reputation in the local community. The team is the first point of contact for all customers via face to face, telephony, email, complaints, web queries and social media. The activities the team manage include however are not restricted to; paying rent, property bids, organising repairs and home visits convenient to the customer's needs any time day or night. They are at the forefront of supporting an increasing multichannel service with help and concierge points directing customers to the team at any time day or night.

The Customer Experience team also monitor issues daily to ensure support for our mobile teams quickly and efficiently, going the extra mile for all customers. Our mobile Housing Officers, Care Takers, Wardens, Repairs team, Financial Wellbeing team and Future Skills teams are always supportive, allowing Customer Experience officers to signpost customers to the relevant team or external agency seamlessly, promoting full financial and digital inclusiveness, obtaining quick recovery when necessary, being adaptable and flexible in providing resolutions.

The team has encouraged and embedded through best practice the organisational wide use of CRM, updating and recording all of our customer contact details, including the identification of vulnerabilities at point of service delivery.

The Customer Experience Team provides value / failure analysis assessment to support first contact resolution and full business insight to the organisation. Failure demand for the organisation over the last 3 years has decreased from 51% to 4%.

Within an 18 month period of being delegated with responsibility for complaints throughout the organisation, the team was fully accredited by Housemark in 2017.

With CCTV monitoring recording over 300 incidents in 10 months, the void properties in our CCTV coverage area are at an all-time low. Julie MacDonald Community Policing Inspector for Inverclyde advised "Working with our partners is so important so we can jointly ensure community issues and complaints are addressed and prioritised and locally this system has proved to be vital in a number of enquiries to assist Police in keeping people safe, bringing offenders to justice and is already showing promising signs of reducing instances of Anti-social behaviour to this area".

In the most recent customer survey, satisfaction with the Customer Experience Team was 95% satisfaction and 94% of customers are happy with the wait times to get through to a call handler. The team is the front face of River Clyde Homes. They are local people supporting their own local community ensuring that tenants, owners and all our employees are safe.

Outcomes and achievements

The Safe at Home strategy for River Clyde Homes' outcome was to ensure our customers felt safe in their home and their neighbourhoods. Customers have commented via social media;

"Well done and keep up the good work it was worth bringing the service in house".

"Have used a few times and found the staff really helpful and fast at finding answers. My rating would be a solid 9.5 out of ten. Well done to the team".

This team overall has proven to be exceptional value for money, completing multiple outbound campaigns including annual rent and caretaking reviews and providing significant customer support around rent arrears.

The achievements to date have been truly excellent with satisfaction levels at an all-time high, a fully accredited complaints service achieved, first call resolution of 96% and call volumes have increased by 20% since the launch of the service.

The team have recently had a lot of interest in delivering services for external clients and have recently started a full repairs and maintenance service, for a new client. This was one of our strategic aims for the 24/7 service.

The team are unique and develop their own training, processes and procedures for everything they do.

Wheatley Group

Customer REASSURE Model

Designed to delight our customers whilst creating more resilient communities



Statement of support

We know that feeling safe and secure in their home, and community, is extremely important to our customers. We also know that there are some localised instances of criminal or antisocial behaviour that adversely affect our customers' feelings of safety and their ability to peacefully enjoy their homes. As the largest and most diverse landlord in Scotland we recognise the crucially important role we have in ensuring our communities are safe, calm, peaceful places to live and therefore pride ourselves in putting our customers' safety and well-being is at the heart of everything that we do within the Wheatley Group

Statement of purpose

The Customer REASSURE Model was designed to deliver improved performance and greater customer reassurance by integrating and focussing our work with our customers and partners to develop sustainable solutions to locally identified priorities that will create safer more confident communities.

'Wrap-around' services - Wheatley 360

The majority of our customers live in deprived or socially disadvantaged communities. For example, between 50% and 70% of our RSL customers rely on some form of state benefit to pay their rent, and 56% are in a segment characterised by financial difficulties such as low household income, unsecured loans, or poor credit history.

Wheatley 360 was therefore established in 2018, to deliver more seamless, personalised packages across a comprehensive range of 'wrap-around' services that provide a life-line by improving the safety, wellbeing and resilience of individual customers and communities.

Wheatley 360 brings together housing, environmental and support staff from the Wheatley Group with police and fire officers to tackle everything from antisocial behaviour and fire safety to fly-tipping, graffiti and food and fuel poverty. Services are co-designed by our staff and the customer to address the underlying issues to ensure that vulnerable tenants are provided with sustainable solutions that enable them to live safely, whilst enjoying their homes and creating thriving and sustainable communities.

As a Group we are nationally and internationally recognised for defining excellence and have an outstanding track record in delivering sector leading levels of service and innovating in all fields in which we operate

Our ground-breaking Community Improvement Partnership (CIP) approach includes 16 seconded Police Officers, a seconded Watch Manager for Scottish Fire & Rescue Services operating alongside four fire safety officers, two home safety officers and eight antisocial behaviour investigation officers.

In recent years, customer confidence and reassurance has become an increasingly important part of the work of the CIP; a significant amount of work is being done to improve our visibility, accountability and our approach to tackling problems in our communities.

An eight stage Customer REASSURE model has been developed that creates a robust problem solving process that uses tools and techniques to further develop the effectiveness of partnership working, however our customers play an integral part to ensuring the model itself is a success and therefore the ethos of co-designing tangible solutions tailored to our customers' needs is applied throughout the model.

Our Customer REASSURE model draws on pioneering products and services to reduce demand on housing officers by investing resources intelligently. Through tasking and coordination, problem solving

meetings and the management of repeat victims and offenders, our Customer REASSURE model has positively impacted on reducing antisocial behaviour and the fear of crime producing calm and peaceful communities where customers are proud to live.

Reducing our customer's fear of crime and increasing public confidence whilst building safer and more vibrant communities will only be achieved when we meaningfully engage with our customers to understand the underlying reasons that make them feel vulnerable and insecure. By identifying the factors that fuel those fears and tackling them in conjunction with our partner agencies, through a joint problem-solving approach we will strive to deliver sustainable solutions that builds customer confidence, reduces the fear of crime and improves customer confidence and satisfaction in the way we deliver services.

Outcomes and achievements

Our Customer REASSURE model is based on genuine community engagement and collaborative partnerships by identifying, addressing and solving local problems. The participation of our customers and other agencies in identifying solutions to problems has required strategies to be flexible, adaptable and reflect local concerns / issues.

Wheatley Group has now been delivering the Customer REASSURE model for twelve months with great success. In November 2018 we deployed the model into the Westfield area of Edinburgh. Our customers in that area identified that the issues disproportionately affecting their sense of safety and security were antisocial behaviour, drug dealing, environmental issues and thefts of pedal cycles.

Our CIP team worked through the problem solving methodology embedded in the eight stage model that resulted over a three month period in a 38% reduction in customer reported antisocial behaviour, a number of significant arrests were made for local drug dealing and a significant amount of stolen property including pedal bikes were recovered.

These initial improvements have been sustained six months after the initial delivery of the model.

During a recent walkabout by the Housing Director and local MSP customers positively commented on the success of the initiative and how it had increased both their confidence and satisfaction.

South Ayrshire Council

SAC Trauma Informed Workforce



Statement of support

The Scottish Government has a vision “to achieve a trauma-informed and responsive nation and workforce”. Being trauma informed in this context means being able to identify how an experience of trauma affects people differently, and can impact on the way people interact with others, including how they think, act and manage stress. Furthermore, trauma may affect individuals’ ability to access services or build/maintain relationships of trust. South Ayrshire Council Housing Services are forging a path for Council services across Scotland to become fully Trauma Informed.

As a social landlord, our primary objective is to provide services which fully support customers and tenants to access services as well as manage and sustain their homes within our local communities. We believe that being fully trauma informed supports these objectives, and will help us to achieve better outcomes for individuals who have been affected by trauma at any point throughout their lives. In addition to our aspiration to achieve a trauma informed housing service, we also had a vision to roll this out further and for it to become a corporate approach to service delivery and design within South Ayrshire Council. This was borne from a recognition that all Council services will to a greater or lesser extent have some interaction with people who have been affected by trauma. Additionally, as an employer we also recognise the benefits understanding trauma would have on our own staff.

In 2018, SAC Housing Services participated in the first NES Scottish Trauma Informed Leadership Training (STILT). Following this, Housing Options and Support staff were provided training which was matched

to the NES Trauma Training Framework. Through valuable work between Housing Services, South Ayrshire Alcohol & Drug Partnership and the local NES Transforming Psychological Trauma Implementation Co-ordinator a face-to-face tailored training programme has been devised for Trauma Skilled Practice Level which is adaptable to the organisation’s needs. There are approximately 20 cross sector trainers available to deliver this training, and this has been made available to housing services, third sector agencies and other Council Services. To compliment this training method housing services have developed e-learning tools for Trauma Informed Practice Level and Trauma Skilled Practice Level, utilising NES materials and support. Housing Services in conjunction with Organisational Development colleagues are working towards embedding information on South Ayrshire Council being a trauma informed workforce into the employee induction process.

A self-evaluation tailored around the Substance Abuse and Mental Health Service Administration (SAMHSA) format was carried out with staff to identify to what extent Housing Services are trauma informed. Following on from this, focus groups were established within the Housing Options & Support Team to allow management and frontline staff to separately review the changes required operationally and environmentally within the service. The focus groups continue to review policies and practices to ensure that delivering and accessing services is done in an inclusive manner which limits re-traumatisation.

In order to deliver effective trauma informed services for our customers we recognised that buy in from leaders from across the Council was essential to ensure a strategic approach was taken. Housing Services co-ordinated a Leadership Event on 31st May 2019 which was attended by over 50 senior members of the Council’s Leadership Team and Elected Members. This session included informative presentations from guest speakers including Laura Mitchell, NES Transforming Psychological Trauma Implementation Co-ordinator and James Docherty, Violence Reduction Unit, roundtable workshops and a Panel discussion. This event has opened doors for wider discussions on the Council becoming a Trauma Informed Workforce in line with the Scottish Government’s vision and the benefits this approach would have for the organisation and our customers.

Outcomes and achievements

We have improved collaboration across Council Services, South Ayrshire Alcohol & Drug Partnership, NHS Ayrshire & Arran and NES. Positive partnership working and awareness of trauma and ACE's means staff are equipped with the knowledge and guidance to recognise the impact trauma can have on a customer.

Using a trauma informed approach to our void re-let standards in pilot projects for young care leavers and our Housing First pilot from our RRTP is currently demonstrating a successful person centred approach focusing on the principles of trauma.

Changing our approach and developing more in depth awareness, education and reviewing our practices and policies ensures that the risk of trauma, re-traumatisation or vicarious trauma are minimised.

By receiving support from the Council's Senior Management and Elected Members we aim to increase the ease of accessing services for those individuals affected by trauma and supporting them to do.

"South Ayrshire are leading the way for local authorities in Scotland to adopt Trauma Informed Practice. The work already undertaken by the Corporate and Housing Policy Team has been instrumental in pioneering this approach to service delivery and design across housing services" - Anne Gibson, Senior Health Improvement Officer, NHS Health Scotland.

EXCELLENCE IN REGENERATION

AWARD



Sponsored by:

Queens
Cross
Housing
Association

This award acknowledges the critical importance of a range of bodies, organisations and local groups in revitalising communities and neighbourhoods. It also recognises that physical improvements go hand in hand with social and economic developments to make a real difference to people's lives.

Places for People

Roman Fields, Twechar



Statement of support

Twechar is a rural village located in the picturesque East Dunbartonshire countryside, located on the banks of the historic Forth & Clyde Canal and home to the Antonine Wall, it is a designated World Heritage site. However by the year 2000 it was blighted by a falling and ageing population and unemployment linked to the decline in the local coal mining industry. Poor quality and limited housing options exacerbated that decline.

By 2005 the primary school was under threat of closure and the future viability of the village was in doubt. Through a community-led initiative, a Masterplan was developed which established the principles for a regeneration project. Since 2008 Places for People have been working with the community, the local authority, Scottish Government and other key stakeholders to deliver the vision set out in the Masterplan.

The central aim of the Masterplan was to attract new households to the village through a housing-led regeneration project. The majority of existing housing

in Twechar sits within the affordable rented sector. Therefore the strategy was to demolish poor quality council housing and replace it with modern, efficient homes that offer a variety of house types and tenures.

To date on the Roman Fields site, 200 poor quality one and two bedroom council flats have been demolished and replaced with 102 one, two, three and four bedroom family homes. Although the mix includes a small number of cottage flats, the majority of the homes are semi-detached and terraced properties.

Thirty six properties are for social rent and sixty six are available through a range of flexible low cost home ownership opportunities. This has addressed the housing needs of a wide range of households from within the village as well as attracting new families to the area.

Through a community-led design working group the architects worked with residents to develop house designs and a development layout that embraced the physical context and identity of this rural area, the excellent views and openness of the surrounding landscape. The use of brick, render and pitched roofs retain an element of traditional structure which is familiar in the mining villages of this region.

Pedestrian, cycle and vehicle connections through the development leading to the existing residential area, local primary school and village centre ensure that the new homes feel an integral part of the village. Interactive level streetscapes, which have been enhanced through the use of active gables, corner windows and feature squares with seating areas, encourage residents to meet, interact, and enjoy the natural amenity areas which cater for all ages.

The development genuinely embraces a tenure mix / tenure blind approach which means that residents

are unaware which tenure of property their neighbour lives in. This has encouraged community cohesion and supports the integration of new families into the community.

The regeneration project is delivering further economic and social benefits to the village through the work of Twechar Community Action. This organisation was established to champion various activities to support local residents. With intensive support and expert advice from Places for People Community Investment Team, the organisation has flourished, sourcing over £1m of additional grant

income to support activities including energy advice, recycling, and youth work. Now managing a highly successful Healthy Living and Enterprise Centre which is the hub of the village providing medical, pharmacy and advice services, leisure and fitness sessions, as well as training and employment opportunities.

Energy efficient design including orientation of houses to maximise solar gain, high standards of insulation, energy efficient windows and doors along with an energy saving heat source, lays the foundation for low energy use.

Outcomes and achievements

The village has seen dramatic change and improvements with 200 unsuitable council flats replaced with a variety of modern, energy efficient homes of different tenures more suited to the diverse population that exists in the village today.

The changes have brought more people to Twechar. The population increase brings the associated financial benefits and improvements to local services and amenities. As well as facilitating the return of people who had left the village through a lack of housing choice, this diverse and flexible range of living opportunities attracted many new residents from a broad mix of social and economic backgrounds, who had previously been excluded from the housing market.

Young people choose to remain in the community and start families alongside new migrants, enrolments at the local primary school vastly increased and the nursery is full - thus ensuring the sustainability of the school.

Thanks to tenants and residents who comprise this new community, Twechar no longer ranks in the top decile of SIMD (Scottish Index of Multiple Deprivation). By 2016, Twechar had moved out of the top 20% most deprived areas in Scotland.

Urban Union

Laurieston Living



Statement of support

Laurieston Living is one of four regeneration projects being successfully delivered by Urban Union in Scotland. A £140 million revitalisation of Laurieston in the Gorbals area of Glasgow, the overall aim is to deliver four phases over a nine-year period.

Phase 1A saw 201 homes constructed for social rent for New Gorbals Housing Association. Phase 1B delivered a further 108 homes - 39 for Mid Market Rent for New Gorbals Housing Association and 69 for private sale for Urban Union. Phase 1C, completed

in December 2018, delivered 55 apartments for New Gorbals Housing Association. Phase 2, currently under construction, will deliver a total of 173 private homes for sale. Phase 3 is currently in design with planning on target to be submitted by the end of 2019.

Urban Union employs a partnership approach and works closely with the Scottish Government, Glasgow City Council, New Gorbals Housing Association and Glasgow Housing Association.

Urban Union's design approach has been informed by a full understanding of the financial, cultural, social and environmental factors of delivering the project. House types include a mix of terraced homes, townhouses and apartments, ensuring a range of property choices suitable for all the community. The homes have been designed to evoke the traditional character and grid pattern of Glasgow tenement districts, with communal spaces to encourage community living and to deter anti-social behaviour. All partners have committed to a well-insulated envelope to all buildings, large window openings to provide natural daylight, robust and sustainable materials throughout, recycling facilities and a large percentage of external amenity space, both communal and private.

Urban Union is committed to creating communities, not simply building new homes. To that effect, it has established a significant 'Arts and Living Strategy' at each of its developments. Arts organisation WAVEparticle, based a stone's throw from Laurieston, created a five-year arts strategy for the area with the ambition of exploring and connecting it to the rich history of Laurieston, its people, places, interests, inspirations and aspirations.

As part of the project, video portraits have been made and group tree planting events and arts exhibitions held. Local schools have had the opportunity to visit the area during construction with the contractor and participated in a competition to redesign their own school grounds. To celebrate the cultural diversity of the area, Urban Union recently partnered with a local school where more than 33 languages are spoken. The pupils will carve a 'welcome' message on a stone in their native language, with the stones then being placed around a fountain relocated to the site.

The development partnership has also partnered with Holyrood High School in Glasgow to introduce an employability programme - trailblazing a better future for bright young people to support them through a pathway from school to further education.

Work continues with The Barn, a local youth group, to create a vital volunteer network. These volunteers support local young people in areas such as diversionary youth work, encouraging positive choices and the provision of disability support, ultimately encouraging social change.

Urban Union is also proud to be supporting the Gorbals Idea Fund, and has made £5,000 available for the next round of funding which is scheduled to be decided this autumn. Urban Union has also played a small part in securing the future of the Citizens Theatre, a true Gorbals icon located a stone's throw from Laurieston Living. The theatre building first opened in 1878 and since then has been welcoming, accessible and open to all audiences, artists, participants and the local community. Urban Union is headline sponsor of the annual Christmas production.

Outcomes and achievements

Laurieston Living has been a huge success, with hundreds of families now living at the development. Weaving together the historic fabric of the area with modern living standards, the project is adding to the area's rich and fascinating history. Providing a range of attractive property styles and affordable housing options, the future of the development looks bright, promoting a sense of community and ownership to tenants.

Work is well underway on the second phase of Laurieston Living. In Phase 2 a total of 173 private for sale homes will be built, with the new development expected to complete by early 2021 and with the first

residents already moved in. Sales success has been phenomenal at Phase 2, with new releases consistently selling out within a matter of days. That underlines the impact Laurieston Living has had, with the affordable homes proving hugely attractive to people and the development clearly embedded in the local community.

A combination of high quality homes and an unrivalled commitment to the local area marks Urban Union out as leaders in true regeneration, with Laurieston Living representing best practice when it comes to regenerating communities across Scotland.

River Clyde Homes

Broomhill Regeneration Project



Statement of support

The £30m regeneration of the Broomhill area of Greenock is nearing completion. River Clyde Homes (RCH) a Registered Social Landlord recognised the need for major intervention in this once popular neighbourhood to bring the housing stock to the Scottish Housing Quality Standards and make it EESSH compliant. The aim was to create a sustainable, engaged community and a place that is desirable to live.

Broomhill is elevated above the town centre and constructed between 1920 and 1970. The dense housing stock is largely of late 1960s/early 1970s post war concrete flats. At its heart lies three multi-story blocks.

Broomhill contains 434 RCH stock and 127 privately owned properties. Over the past 15-20 years, Broomhill developed a very negative image and there was a perception it was blighted by drug/alcohol abuse, antisocial behaviour and crime.

At the project start in 2015, over 200 of RCH properties were void and extremely hard to let due to the poor quality and stigma attached to the area. Broomhill Court, 1 of the multi-story blocks was a particular problem with only 35% of properties occupied.

The Broomhill Tenants and Residents Association (TARA) was instrumental in lobbying for positive change in their community. Jenny Speck, TARA Chair said: "from the start of the regeneration tenants and residents have been involved in deciding how we wanted our area to look. River Clyde Homes listened to us and consultation made us feel more involved with our community and made Broomhill a more pleasant place to live in." The TARA led on an asset based community development approach to ensure a sustainable community for future generations

The physical regeneration included:

- New kitchens, bathrooms and electrical rewire of all properties
- External Wall Insulation
- New double glazed windows and doors
- Improved foyers and landing decoration
- Controlled door entry systems
- Retirement housing model in Broomhill Court;
- Biomass District Heating system
- 75 CCTV cameras
- Improved environmental landscaping

The 'Getting it Right for Broomhill' governance group was set up to oversee the social regeneration of Broomhill and improve the delivery of public services. The group comprised Inverclyde Council, Inverclyde HSCP, Riverside Inverclyde and RCH. These agencies worked towards a common goal of reducing inequalities of residents and pursuing opportunities to use resources better. This included the wider link to Council plans - a new health centre, community hub, a new road structure that provides a gateway into Broomhill and a community enterprise hub. A Community Development Officer (CDO) was also jointly funded.

RCH commissioned local arts charity, RIG Arts to work with residents by providing free art classes in the Broomhill Art Flat. Karen Orr, CEO RIG Arts explains: "the Broomhill Project is an ambitious publicly engaged arts initiative, connecting local residents and artists in collaboration to affect change, to celebrate and create a local identity and sense of place with a renewed pride in the area. Strong partnerships, a belief and investment has helped make this a reality and an award winning project."

The new retirement housing model at Broomhill Court, has a community flat named 'Suite 16' to encourage elderly residents to socialise with their neighbours. The aim was to create a social space that will reduce social isolation and encourage good health and wellbeing. Suite 16 has a full timetable of activities, facilitated by the Retirement Housing Coordinator.

Jim McDonald, Broomhill Court tenant for 25 years "It's brilliant. You get to meet people in the community flat. Before you just met people in the lift, if you lived on the even floor you wouldn't even see people who lived on the odd floor. It's a lot better than it was."

Outcomes and achievements

River Clyde Homes' £30m investment in the Broomhill area has transformed a once undesirable neighbourhood and this has been validated by an independent evaluation undertaken by the University of Stirling.

RCH intervention has successfully eradicated Broomhill's negative reputation and the occupancy rate has increased to 99% with 70% of lets to new customers wishing to move to the area and there is now a waiting list. Residents are living in modern, warm homes fuelled by an energy efficient biomass heating system.

The community is stronger and the neighbourhood has been reborn via a stream of community events

and the establishment of a Retirement Housing Model which aims to improve health and wellbeing and tackle social isolation among the elderly.

The Broomhill project proves that successful regeneration is achieved by working in partnership and taking an assets based community development approach and ensuring that the needs of the community are at the heart of everything we do.

Louise Long, Corporate Director of Inverclyde HSCP stated "Broomhill is partnership working at its best working as together we address issues of inequality, social isolation and improve communities. The HSCP is delighted to be part of it".

LAR Housing Trust

LAR's Cockenzie development



Statement of support

LAR's Cockenzie site is a former boatyard that lay semi-derelict for close to 40 years.

The boatyard was run by the Weatherhead family for 70 years, but closed down in 1969. During the build period, LAR was approached by a local Councillor and local heritage group, Boatie Blest, on behalf of the Weatherheads asking if some kind of recognition of the site's past could be incorporated into the development. In particular, they were keen to see something to mark the family's history at the site.

A local stonemason was commissioned to sculpt a mural, which now sits proudly along the sea path. LAR was delighted to help all parties and saw this as an excellent example of local community involvement in development plans. This is building for the future with a nod to the past.

This development was strategically important to LAR and was described by its Chairman as a 'game changer' for the organisation. It's LAR's first design and build project and the first to be called off from its £5 million building framework.

LAR had well over 100 enquiries prior to advertisement of the site and the majority of tenants are from the immediate area. Many of them required to stay locally for family support and had struggled to find appropriate accommodation - all of them have a connection to East Lothian. One tenant is supported by social care charity Carr Gomm and was included in all big decisions about his flat.

The development was officially opened by Housing Minister Kevin Stewart MSP. At the launch he said: "These new homes will provide another option for tenants and transform the local area whilst recognising the heritage of the site. This is the first in a number of design and build developments as LAR continue to build on progress to date in developing up to 1,000 quality homes for mid-market rent."

This project was a game changer for LAR because, at under three years old, it had previously only been involved in turn key projects and at sites already under construction. In this case it was actively involved in remediating the site, designing the homes and seeking planning permission, prior to appointing a builder.

The 26 homes - 22 two bed flats and four one bed flats - boast enviable harbour views and was described by East Lothian Council Cabinet Member for Housing, Cllr Jim Goodfellow, as 'a welcome addition to our affordable housing programme'.

And as one tenant said: "I wasn't in a position to buy a home and all of the rental properties available in my price range were small, unattractive, too far from my family and in undesirable areas.

"I was then offered not just any old flat, but one at the boatyard, with sand and sea as my back garden.

"I absolutely adore my flat. Not only is it affordable at a very good price but the repairs service is amazing - anything I've needed tended to had been done immediately. The view is spectacular and I love being able to walk out my door, walk a minute to the beach and dip my toes in the sea after a hard day at work.

It's tranquility at its best. It's also only 10 minutes away from my family and only 15 minutes from my work. My neighbours are all very friendly. We had a beach BBQ during the last bank holiday heatwave which was splendid.

"My partner and I are delighted with our home and we intend to have our first child there and stay at the boatyard for a very long time."

Outcomes and achievements

LAR's Cockenzie development was of huge strategic significance for the organisation.

LAR took a derelict, brownfield site and transformed it into 26 stunning mid-market rental homes. It was billed as a site for the future with a nod to its past as a former boatyard.

Key to this development was partnership working, bringing together local community groups, East Lothian Council and LAR. It stirred significant local interest with over 100 enquiries prior to the development being advertised.

This site addressed a shortfall of good quality mid market rental properties and the vast majority of the

tenants are from the local area. Many of them required to stay in the area for reasons of family support and all of the tenants had a connection to East Lothian.

The Cockenzie project was the first to be called off LAR's £5 million building framework and was its first design and build project.

This was also a further demonstration of the organisation's support of and commitment to East Lothian and is one of seven sites in the area. LAR has improved connections around the site including providing a new stretch of the John Muir Way which is now suitable for wheelchair users and bicycles.

Hillcrest Homes

Alexander Street Regeneration



Statement of support

Alexander Street was previously characterised by its overbearing poor quality 1960's era multis, creating a drab and run-down urban environment. Following demolition of the four blocks of multis, a brand new development has blossomed in their place, enjoying much more open space, impressive views and good quality housing.

Spearheaded by Hillcrest Housing Association, the £10 million development of which 48 of the 81 new homes are managed by Hillcrest Housing Association and 33 by Dundee City Council, represents an effective partnership between the two organisations in breathing new life to the area. The Scottish

Government was also instrumental in the realisation of the development project, proving grant money under the Scottish Housing Investment programme.

The homes are a mix of semi-detached houses and modern apartment blocks developed with a high standard of energy efficiency measures throughout to help tenants reduce bills. This includes solar panning, waste-water heat recycling systems in the apartment blocks to reduce heat lost down drains by 60%, and state of the art insulation and cladding. Low energy lighting has also been used throughout, and gas savers have been installed on every boiler.

There is also a number of electric car charging points, free for public use.

The site incorporates a Sustainable Drainage System (SUDS). This has been landscaped using a combination of indigenous wetlands grass seed and wild flowers to complement the rustic look, while also effectively and sustainably controlling the dispersion of surface water.

Following the demolition of the unsightly 1960's multi-storey flats that served as a prominent symbol of the area's deprivation, the site has been transformed into a place where tenants can feel proud to live.

The semi-detached houses all offer front and back gardens adding space and greenery to the development, complemented by careful soft and hard landscaping around the site as well as a landscaped

amenity area. Instead of a claustrophobic and neglected environment, the regenerated development offers a welcoming space where you would find neighbours chatting and children happily playing.

Located on a natural viewpoint just below Dundee's Law hill, the development has embraced this positioning to offer an outstanding vista across the city and river. The contemporary south-facing flats have been developed to open onto this view to make the most of it.

To make the development as open and bright as possible, the houses have been located in front of the flats to avoid any shade created by the larger buildings. The Alexander Street development has also been thoughtfully designed to complement the eclectic mix of surrounding buildings and urban grain, while serving as a flagship housing scheme in the wider Hilltown regeneration.

The apartment blocks boast coloured external panelling in vibrant natural colours, along with abstract form to add texture and give a rustic and natural look. This adds to the fresh, open feel of the development.

Within a couple of minutes' walk are a wide range of shops and green spaces, with Dundee city centre's shops and amenities only a five minute walk away.

Previously, the area had become infamous as a 'no-go' zone characterised by poor-quality housing, anti-social behaviour and deprivation, which radiated into the rest of Hilltown area.

The community focussed regeneration from a bleak, anti-social environment to a welcoming and inclusive development has breathed new life into the area, and the community dynamic has already changed for the better in the area.

Additionally, the injection of 81 affordable homes will bring greater investment into the previously struggling Hilltown as these new residents will shop, relax and help drive the future of the area and its community.

Outcomes and achievements

The 81 affordable homes have paved the way for further investment into the previously struggling Hilltown area. More new homes are being developed and new residents are shopping, relaxing and helping drive the future of the area and its community.

The brand new school offers modern facilities, while the new community centre offers services to local residents through Hillcrest Futures and other organisations such as SAMH. This is an important lifeline to members of the local community who may require additional support to live an inclusive life.

The 81 new modern energy efficient properties provide valuable affordable housing to help ease the stretched local housing register.

An Insulation Installer programme, developed during construction of the development, was a 3 week employability programme aimed at introducing young people to the construction industry. It was developed in partnership with Hillcrest, Dundee City Council and Hart Builders. All 8 candidates on the programme went on to successfully secure employment in the trade.

A new community has been created that tenants are taking pride in. Tenants are now proud to say they stay at Alexander Street.

Wheatley Group

Hinshelwood Drive



Statement of support

The £16.2m development by GHA, part of the

Wheatley Group, at Hinshelwood Drive has transformed a vacant and derelict site to provide 152 high quality and energy efficient new homes.

The site is located within the East Govan/Ibrox, one of eight Transformational Regeneration Areas across the city managed by a partnership comprising GHA, Glasgow City Council and the Scottish Government. The local community council were engaged through the design and development process.

Unsustainable housing hampered by excessive investment costs were cleared from the site over a decade ago and the redevelopment establishes an important catalyst for the wider area. The urban design approach reflects the traditional tenemental scale, with large windows and balconies providing active street frontages and sheltered, internal courtyards providing

private amenity. A six storey block at the intersection of two main roads along the edge of the site, establishes a prominent landmark which will guide wayfinding at one end of a key regeneration route identified through a Charette process, linking Bellahouston Park with the Botanic Gardens.

GHA manages 116 of the new flats for social rent, providing high quality accommodation for local people through a reprovisioning process. The remaining 36 flats are managed by Lowther Homes, Wheatley's commercial subsidiary, to provide a mid market rent option within the local area. Lowther Homes aims to diversify local tenure and provide a better quality product, service and value for money than the private rented sector. Demand for the mid market flats was exceptional, with over 80 viewings and 30 formal offers on the first weekend alone, demonstrating the success of the design and stimulating further development activity.

The design incorporates a communal heating and hot water system which aims to maximise energy efficiencies and eradicate fuel poverty. The design of the building further contributes to these credentials; technically through insulation levels and passively through large windows and well considered orientation.

14 flats have been designed to wheelchair accessible standards capable of adaptations as required to meet the needs of residents. During the delivery phase Occupational Therapists were consulted to ensure specific properties were adapted to the particular needs of identified tenants.

A meet the neighbours event has been arranged to encourage community integration and make tenants aware of the range of services available through the Wheatley Group, including, for example, welfare and fuel advice.

Tenant, Lesley Frame, commented:

"I am in remission from breast cancer for the second time and also suffer from painful arthritis so my mobility can be limited.

I was pretty down in my old place in but my new ground floor home makes me feel so much better and very positive about the future. It is like a fresh start for me.

The new flat has huge windows which let in loads of light and I also have a lovely balcony when I need some fresh air. When I wake up in the morning and the light floods in, I just feel so much better. I am looking forward to a bright future in my new flat which has been life changing."

First Minister, Nicola Sturgeon, opened the development and commented:

"It was an absolute pleasure to visit Lesley in her new home today. For me Lesley's story epitomises the importance of good quality affordable housing, this is more than just a roof over her head, it's a home in which she can feel a sense of belonging, independence, and pride.

I want everyone in Scotland to be able to afford a good quality, warm, sustainable home and the Hinshelwood Drive development plays a vital part in meeting the ambitious target set by my government."

Outcomes and achievements

The £16.2m development by GHA, part of the Wheatley Group, at Hinshelwood Drive has transformed a vacant and derelict site within a Transformational Regeneration Area to provide 152 high quality, contemporary and energy efficient new homes. 116 of the flats are managed by GHA and provide transformative new homes for local people. The remaining 36 flats are managed for mid market rent by Lowther Homes and aim to provide a better quality product, service and value for money than the local private rented sector. 14 flats have been designed to wheelchair accessible standards, capable of future adaptations.

The Hinshelwood Drive development delivered a communal heating and hot water system which aims to maximise energy efficiencies and eradicate fuel poverty. The design of the building further contributes to these energy credentials; technically through insulation levels and passively through large windows and well considered orientation.

Through community benefits clauses the contractor delivered four new jobs, all of which went to Wheatley Group tenants, and five new apprenticeships. The contractor also donated £1,250 to Ibrox primary and nursery school for outdoor play equipment and £3,750 to the charity Starter Packs, to hire an additional van to make more deliveries to people facing hardship.

Kingdom Housing Association Ltd

Fraser Avenue Regeneration



Statement of Support

Built in 1956 the Fraser Avenue estate comprised 236 common access flats. Like similar estates it faced challenges in recent years. The unpopular flats were in poor condition with no defined public space. A stigma took hold against the estate resulting in a distinct lack of civic pride and sense of community.

Fife Council took the decision to demolish their existing flats and transfer the land to a Housing Association for redevelopment. Kingdom was selected as the developing partner for the project to build, own and manage the new housing.

The phased construction programme will provide c.189 new homes. This submission relates to the first phase of 53 social rented homes completed in March 2019.

Driven by the housing needs of tenants wishing to remain in the estate, the mix comprises of general and particular needs (amenity and wheelchair) homes ranging in size from 2-6 bedrooms. Tenants were involved in the design and given the opportunity to choose their ground floor layout along with internal/external fixtures and fittings.

The new homes comply with Building Regulation's Silver Sustainability Standard and include renewables and a breathing wall system to improve indoor air quality.

Tenant "I love my new home it has made our lives so much easier. It's homely, cosy and the kitchen is more spacious than in our previous home which means we can enjoy family meals together".

Extensive community engagement established key design principles. Driven by the community's vision and inspired by the Rosyth Garden Village the project has created a safe and enjoyable space to live with materials that are robust and responsive to neighbouring properties.

The low density homes have private gardens with open amenity space and play facilities. The layout is woven into existing streets/pathways to improve connectivity and enhanced landscaping has softened the street scene.

The roof forms are distinct and not only reconcile the sloping topography of the site but help mediate between the various roof heights of existing buildings.

Traffic calming and shared surfaces have been provided for pedestrians/cyclists. The project is located a short distance from the railway station and the park and ride.

Overall the project delivers an authentic sustainable new neighbourhood with a distinctive new identity for the community to break-free from its image as an isolated stigmatized estate.

Tenant "We're really happy in our new home it has made such a difference to our lives. It is nice to have a garden and driveway. We really like the design of the overall development."

Fraser Avenue is ranked in the top 15% of the most deprived areas of Scotland. The project has contributed to the broader regeneration by delivering construction academies and a range of community initiatives in the area.

Construction Candidate "The academy was a great opportunity to move into construction and a chance to participate in the work carried out in Fraser Avenue. It was great being part of the team building my new home."

Inverkeithing Primary "We're delighted to be working with Kingdom, this is not only a great learning opportunity for our children as they discover about construction but our partnership helps our community spirit grow allowing our children to take pride in their community."

The emerging transformation of the estate has come from close collaborative working and the adoption of a cross-organisational approach to oversee the redevelopment and to deliver the project objectives. The Project Implementation Board comprises representatives from Kingdom, Fife Council and Local Elected Members.

Community involvement has been at the heart of the project and has reinforced the need to work collaboratively to achieve mutual goals and help recreate a sense of community.

Outcomes and achievements

The project is conceived as tenure-blind with the community driving their vision to create an exemplar regeneration project. Key outcomes include:

- Transformation of stigmatised and poor-quality housing to a vibrant community with good quality affordable homes.
- Community direction and engagement from day one.
- Removal of barriers to build a strong sense of place.
- Designed to meet local needs/aspirations.
- 83% of the 53 new homes allocated to returning tenants.
- Developed to high sustainability/enhanced environmental standards.
- Housing for Varying Needs and Secured by Design compliant.
- High overall resident satisfaction (100%).
- Range of Community Benefits delivered including: 2 construction academies, 13 work placements, 10 new jobs and 6 apprenticeships.
- Community led street renaming.
- School initiative including site visits, logo design competition and selection of play equipment.
- Relocation of retail shops into a prominent area within the wider community.
- Collaborative working with Architecture & Design Scotland to produce a case study to share lessons learned within the sector.
- 2 Year Building Performance Study underway with Glasgow School of Art to establish as-built performance and to help inform future design
- Dedicated webpage/social media platforms.
- Demonstrates mainstream capabilities and is an example of good practice which others can adopt as part of their affordable

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Eildon Housing Association

High Street/Chapel Street, Selkirk



Statement of Support

Eildon's submission illustrates how a partnership approach linked to determination to meet the twin goals of addressing a blight on town-centre and provide affordable accommodation has shown an exemplar of development of social housing.

Eildon's High Street development comprises 10 high quality, bespoke affordable apartments. The partnership between Eildon, the Council and Scottish Government transformed this challenging central town-centre site into a modern striking addition to the local townscape whilst also respecting the town's historical architecture.

Though the existing building, a former Co-op building, was not listed it was in a prominent position in the Selkirk Conservation Area adjacent to the historically notable Victoria Halls building. The semi-derelict building had laid empty since 2003, negatively

impacting an otherwise picturesque town centre, deteriorating over time to create a visual blight and magnet for anti-social behaviour. In 2009 it was added to the Buildings at Risk Register as the repair and restoration of the building for housing was deemed to be unviable.

Transforming this central town-centre site into affordable apartments presented significant challenges. Outwith the sensitive nature and location, the site was extremely tight, the existing building adjoined other residential properties, requiring larges areas of demolition by hand and was situated next to a busy town-centre road. Securing scheme viability and achieving a sensitive planning solution were significant hurdles to overcome.

Detailed discussions with Planning and Heritage officers took place as the project developed which helped to inform the layout, scale, mass and materials of the proposed building. One of the key issues identified early on was the need for the new building to "turn" the corner architecturally. The solution was to mimic the previous building using a "tower" on the corner of High Street and Chapel Street. This allowed the building to act as a hinge between the two new elevations. The tower design also replicates the tower structure of a building further up the High Street closer to the town centre.

The agreed design takes into careful consideration the local context and historic townscape and responds sympathetically to the palette of materials within the Conservation Area, with Ian Aikman, Chief Planning & Housing Officer at Scottish Borders Council quoting : "The building has been delivered as a result of pro-

active and collaborative working between Eildon Housing Association and planning and housing officers at the Council”

To ensure maximum affordability we ensured Section 7 of the Scottish Standards Silver Standard Aspect relating to CO2 emissions, energy requirements for space heating and water use efficiency were met, with the all homes benefiting from:

- Photovoltaics
- AAA efficient Worcester, gas-fired combi boilers.
- Airtightness maximised through taping and sealing to retain heat
- Low-flush WCs and low-flow rate taps and showers

To maximise capital cost efficiency, ensure cost certainty and deliverability Eildon opted for negotiated design and build procurement route ensuring that the

scheme design and specification were at an advanced stage before the design team appointed Marshall Construction Ltd as the Principle Contractor

The approved total cost of the scheme stood at £1.362m, including a contract cost of £1.235m. Funding was secured via Eildon’s private finance and the Scottish Government in the form of a donation from Allia, in lieu of the traditional Scottish Government Housing Association Grant; working with the Scottish Borders Council secured an additional £60k of grant from the Scottish Government (via Allia donation) to reflect the sensitive nature and challenges of the site. The total grant received via the Allia donation was £773k. Eildon’s final private finance input was £587k.

Outcomes and achievements

The scheme completed in May 2019 with a saving of £2k against the approved costs and all homes let immediately. Rents range from £70.35pwk, for a 1bed/2person to £78.20pwk for a 2bed/4person apartment. The use of sustainable technology to maximise energy efficiency and reduce carbon emissions resulted in estimated average space and heating cost for each home of £296.44 per year with an average Dwelling Carbon Dioxide Emission Rate of 13.44 kg/m²/year.

This development successfully transformed a longstanding eyesore in Selkirk’s town centre into modern, high quality affordable housing, removing a problem building from the centre of the rural town of

Selkirk in the Scottish Borders. The new building has positively contributed to the local conservation area with a design that considers the local context and compliments the historic townscape.

Ian Aikman, Chief Planning & Housing Officer at Scottish Borders Council: “The scheme is an excellent example of a high quality and sensitive redevelopment of a prominent site within the town’s conservation area, removing the blight caused by the existing derelict buildings and providing much needed apartments for affordable rent. The development has been well received locally and makes a positive contribution to the appearance of the conservation area.”

Scottish Borders Housing Association

Rose Court, Langlee, Galashiels



Statement of Support

Positive change

Rose Court is a desirable development of 10 3-bed terraced family homes, situated in an elevated position overlooking the Langlee area in Galashiels.

The site formerly housed several maisonette flats which were not desirable, with several being empty. The flats were old and coming to the end of their life span, and had become an eyesore on the site. It was decided that new build properties in the area would help to meet housing demand, as well as improving the appearance of the area.

The 10 homes are the first significant change to the 1960’s Langlee estate in fifty years, making this an opportunity to create a positive new identity for the estate, right at its entrance.

SBHA engaged with the Langlee Community Council to reassure people living locally, providing opportunities for members to ask questions of the Director in charge of new homes directly, and raise any concerns. Taking on board these queries, SBHA carefully considered issues such as parking to ensure that the new homes would be amply provided for.

Innovative design

The site is located on a steep hill on a sweeping curve. The houses are arranged in a convex crescent, facing south out towards the valley with large sections of glazing to take in the views towards the Eildon hills. Its curve is in marked relief to the rigid straight linear blocks of maisonettes and rather introverted single storey housing that surrounds it, which struggle to create positive streets and spaces in between.

Parking is clustered away on the north side of the site, against the retained upper slope. This allows the new curved terrace to align tight with the top of a remodelled embankment, giving the housing an elevated significance especially when seen on approach and uninterrupted views of the Eildon Hills from their living rooms.

Small pairs of sheltered terraces are recessed into the outer south facing curve giving, articulating it and adding shadow and a change in material from white render to warmer natural larch.

The new properties were constructed from timber frame with timber roof trusses, and the external walls are finished with concrete blockwork and render finish. The roof is finished slates. The properties are designed and insulated to achieve silver standard accreditation. They have highly efficient double glazed windows and highly efficient gas combi boiler heating and hot water systems. The properties also have photovoltaic panels on the roof that provide ancillary electric power which should reduce overall power consumption from the national grid, thereby lowering electric utility bills.

Outcomes and achievements

Ten high-quality homes have been created, which enjoy a stunning outlook over towards the Eildon hills. Feedback from Tenants living in the new homes has been positive, and visitors to the site have commented that the block is very striking, vastly improving the overall look of the area. Thanks to their vantage point, the homes can be seen at some distance, and have become a landmark in the area.

We think that the way in which the build makes the challenging location work to the advantage of the new homes is something that others could learn from.

Oliver Chapman, of project architects Oliver Chapman Architects, comments:

"The project's success is a testimony to excellent SBHA's determination to find an architectural solution that capitalises on the site's wonderful position in the valley and restores pride in the estate."

Affordable homes

All 10 homes are for social rent, and have three bedrooms, making them suitable for families. We know from our housing needs analysis that there is a need for family homes in the area. They are also within easy walking distance of local shops and Langlee Primary School.

The new family homes are spacious and have all new modern heating and hot water technology as well being highly insulated. They also benefit from back gardens, dedicated parking and a porch area to the front, allowing Tenants to take advantage of the views while seated outside.

Wider community benefits

The build has also benefited the wider community, with builders Harts employing a local young person as an Apprentice. Earlier this year the build featured in a Developing the Young Workforce video which showcased careers in construction.

Scottish Borders Housing Association has a programme of planned maintenance, which delivers concentrated investment in two areas each year, covering the whole of SBHA's stock over a 6- year period. At the start of this financial year, the Programme moved to Langlee, investing £2.3m in delivering new kitchens, bathrooms, windows, doors and heating systems, as well as neighbourhood and environmental improvements.

The new Tenants moved in just before Christmas 2018, with Tenants commenting:

"We're really excited to be moving into a lovely new home."

"The views over to the hills from the big living room windows are fantastic!"

Judith Cleghorn, Chair of Galashiels Community Council, said: "On behalf of the Langlee Residents Association and the Galashiels Community Council, I am delighted to see these bright, modern houses in Rose Court, and would like to thank SBHA for keeping us up to date with progress."

Planned maintenance in the Langlee is ongoing, with SBHA homes benefitting from significant investment and upgrades.

Places for People

Roman Fields, Twechar



Statement of support

Twechar is a rural village located in the picturesque East Dunbartonshire countryside, located on the banks of the historic Forth & Clyde Canal and home to the Antonine Wall, it is a designated World Heritage site. However by the year 2000 it was blighted by a falling and ageing population and unemployment linked to the decline in the local coal mining industry. Poor quality and limited housing options exacerbated that decline.

By 2005 the primary school was under threat of closure and the future viability of the village was in doubt. Through a community-led initiative, a Masterplan was developed which established the principles for a regeneration project. Since 2008 Places for People have been working with the community, the local authority, Scottish Government and other key stakeholders to deliver the vision set out in the Masterplan.

The establishment of a Regeneration Group comprising key stakeholders and community representatives created a forum in which ideas could be initiated and progressed allowing an approach that demonstrated a genuine commitment to co-operative working across tradition boundaries.

Through a series of Design Working Groups the community had the opportunity to be directly involved in the design of the new homes, the development layout and the interface with the existing village. The resultant development comprises a collection of architect-designed, modern, family friendly homes which provide affordable homes for rent and home ownership at the heart of the village. The development of both private and affordable housing which combine

great design, the latest home sustainability measures and an idyllic rural location and all within easy reach of the main cities of the central belt has brought a mix of families and young people back to the village.

To date on the Roman Fields site, 102 one, two, three and four bedroom family homes have been built. The majority of the homes are semi-detached and terraced properties.

Thirty six properties are for social rent and sixty six are available through a range of flexible low cost home ownership opportunities. This has addressed the housing needs of a wide range of households from within the village as well as attracting new families to the area.

Engagement with the local community and a provision of what was truly needed has been key to the success of the project, with properties for rent allocated using a local lettings plan, giving priority to people with a connection to the village. Similarly, purchasers with connections to the village were given first option on properties for sale.

The design of Roman Fields created by award-winning architects Cooper Cromar, was aimed at creating a place with distinctive character through the use of a variety of house styles and materials. Brick, render and pitched roofs allow the houses to retain an element of traditional structure that embraces the rural village environment and its mining history.

The homes are thoughtfully designed to feature living space that maximise both natural light and space, with an open plan living area and a stylish, fully-equipped kitchen. Energy efficient design reflects a commitment to the long term sustainability of this community. Orientation of houses to maximise solar gain, high standards of fabric insulation, energy efficient windows and doors along with an environmentally friendly heat source, lays the foundation for low energy use and minimal lifetime costs for occupants.

Roman Fields has been created to benefit all in the community - from first-time buyers needing high quality yet affordable housing near to local schools, to residents looking for quick and convenient access to Glasgow's thriving city centre.

Outcomes and achievements

The village has seen dramatic change with 200 of the site's original, unsuitable council houses replaced with a variety of modern, energy efficient homes where people want to live long term.

The population increase has brought financial benefits and local service improvements. As well as facilitating the return of people who had left the village through lack of housing choice, this flexible range of homes attracted new residents from wide social and economic backgrounds - previously excluded from getting on the property ladder.

Young people choose to remain in the community and start families, alongside new migrants, enrolments at the local primary school are vastly increased and the nursery is full, ensuring the school's future.

The external design of Roman Fields reinforces linkages into the heart of the village and encourages use of existing pedestrian / cycle routes. It has been specifically designed with children and pedestrians in mind with wide hedged pathways and trees creating a safe community residents.

Thanks to tenants and residents who comprise this new community, Twechar no longer ranks in the top decile of SIMD (Scottish Index of Multiple Deprivation). By 2016, Twechar had moved out of the top 20% most deprived areas in Scotland.

Wheatley Group

Shawbridge Street



Statement of support

The £5.8m Shawbridge Street development, delivered by Loretto Housing Association, part of the Wheatley Group, provides 42 new, social rented homes for a wide range of needs.

Twenty flats have been designed around a central deck access and lift, providing level access and creating communal amenity space that encourages social interaction and combats loneliness and isolation. Residents are already enjoying using and personalising the space, making it even more attractive with café tables, chairs and planted tubs.

Two family homes and four supported cottage flats have been integrated with the design of the remaining sixteen general needs flats. Two of the cottage flats have been designed for wheelchair accessibility whilst all have a second bedroom with separate en-suite to facilitate overnight support staff. The development frames a new civic square, delivered and owned by Wheatley, establishing an important new public space and providing access to Pollokshaws Parish Church.

The amenity flats provided four tenants who were in or had recently been released from hospital with new and suitable accommodation to support appropriate

care packages, relieving pressure on the NHS. The properties are served by a lift and communal amenity access and are therefore well placed to facilitate supported lifestyles.

Representatives from Glasgow City Council's Social Work department were consulted on the design and provided practical input and advice on the overall development, external environment and internal layouts and fittings. Loretto, the architect and social work officers undertook a joint review of floorplans and kitchen layouts to ensure the design meets the needs of residents and care workers. Kitchens and bathrooms have been designed to accommodate adaptations if required in the future.

The project is located within the Pollokshaws Transformational Regeneration Area (TRA), a priority area managed by Transforming Communities: Glasgow, a partnership between Glasgow Housing Association (also part of Wheatley Group), Glasgow City Council and the Scottish Government.

The project team engaged with the TRA Local Delivery Group (LDG), which comprises the TRA partners, Councillors, residents, community groups and other organisations delivering activities locally. The LDG provides a forum for local residents and community organisations to engage with the regeneration process and was updated throughout the project from inception to completion.

The LDG identified an opportunity to return the Auldfield Church bell to the area as it had been removed during demolition in the 1970's. Loretto worked alongside the LDG, Councillors and contractor to relocate and refurbish the bell and create a new structure for it to take pride of place at the centre of the new civic space. The square was completed in time for official opening as part of the Community Carnival in June 2019, which included the first peal of the bell in its new location. The team and landscape architect

also liaised closely with the congregation to develop the proposals and select options leading to the final design.

Tenant, Geraldine Skelly, uses a mobility scooter and moved from a GHA high-rise nearby where she lived for 20 years, commented:

"I enjoyed living in the high-rise but it was difficult getting up and down from the ninth floor. Here, it's much easier. The doors are wide enough for my scooter and there's a lift. I get out and about much

more and I feel a lot better in myself. I feel human again. I love it here. I thank my lucky stars every day."

Housing Minister, Kevin Stewart, opened the development and commented:

"These high-quality, accessible new homes are a testament to the partnership working to transform the Pollokshaws area. Providing a mix of housing to meet people's needs is central to establishing vibrant and thriving communities."

Outcomes and achievements

The £5.8m Shawbridge Street development provides 42 high quality, affordable homes within a strategically significant Transformational Regeneration Area. The development accommodates a wide range of needs within a holistically designed and accessible building. The project was delivered by Loretto Housing Association, part of the Wheatley Group, and provides general needs, supported and amenity accommodation for social rent.

Loretto engaged with a wide range of stakeholders, including the Social Work department and specialist internal teams to ensure the new homes are suitable for the range of needs incorporated and facilitate independent living as far as possible.

The project has also created a new civic square at the historic Pollokshaws Parish Church, which has been hidden from view since the comprehensive redevelopment of the area during the 1970s. The congregation were engaged in the design of the new square and the local community suggested the re-housing of a historic church bell at the centre of the new civic space. This was facilitated by the project team and contractor in time for the community carnival in June 2019.

Community benefits clauses within Loretto's contract delivered 2 apprenticeships, 3 work placements and created 4 new jobs supporting the socio-economic regeneration aims for the area.

Wheatley Group

Tarfside Oval



Statement of support

Tarfside Oval is located in south Cardonald, Glasgow, the site of four unpopular, difficult to let 1960's multi-storey blocks demolished in 2016. The site is bounded by existing housing and Glasgow Clyde College campus, and has good access to local amenities. Local educational facilities include a pre-school nursery, and primary and secondary schools. In addition, there are excellent bus and train links from Corkerhill Road and Paisley Road West, both a short distance away.

The project consisted of the clearance and demolition of the multi-storey flats over a two year period and their replacement by 51 flats and houses for social rent. This is accommodated within a mix of three storey flatted blocks, two and three storey cottage flats and two storey semi-detached and terraced houses. The flats provide an element of scale and presence along the main access road, whilst the heart of the site is defined by houses and cottage flats that integrate with the existing housing of the surrounding area and are clustered around landscaped squares. Communal rear gardens with waste and cycle storage facilities are provided for the flats, and private front and rear gardens for the two storey house types.

The houses are finished in a mix of smart facing brick and lightweight cladding, giving emphasis to corners and bringing variety to the elevations. The provision of a range of unit sizes, from one to three bedrooms, supports a variety of family compositions with all house types having generous space and storage provision. The provision of fully wheelchair adaptable units, shared between a flatted block and a cul-de-sac in a quieter area of the development, creates a comfortable environment for residents with particular needs.

The contractor, CCG, used its 'iQ' panelised timber frame system, an off-site method of construction utilising a bespoke zero-waste facility in Cambuslang. This enabled an environmentally efficient, high quality of manufacture and was delivered to site with internal wall construction and service zones pre-installed, reducing the level of material waste and allowing faster installation and erection compared with traditional construction methods.

This approach minimised the local impact of the works, an important consideration given that the existing community in Tarfside Oval had recently lived through disruption during demolition of the multi-storey flats that had loomed over them. With the inclusion of modern ventilation systems, energy efficient lighting, A-rated appliances and solar PV, energy performance is very good and has led to a reduced carbon footprint.

An engagement event was held to introduce new residents to the local services and organisations available, aiding integration with the existing community.

Cheryl Brogan, a full-time carer for dad George, who uses a wheelchair, said her new home in Tarfside Oval has really improved her dad's quality of life.

Cheryl said:

"Our new home is brilliant. It's going to change my dad's life massively.

We have a ground-floor flat with a main door, which means dad can get out and about in his wheelchair.

Now I won't need to worry about my dad being stuck indoors. We can do so many more things together.

He's much happier already."

Michael McKay, 30, a security guard, moved in at the end of last year.

Michael said:

"When I first walked in here I thought I was in a hotel.

It's really quiet, the neighbours are friendly, and the homes make the whole area look better. I'm really happy here."

Outcomes and achievements

The £7million Tarfside Oval development in Cardonald, Glasgow, has been delivered by Glasgow Housing Association, part of the Wheatley Group. The development provides 51 new homes for social rent on the site of former multi-storey flats that were unsustainable and demolished due to lack of popularity and high investment costs.

Community benefits clauses within GHA's contract facilitated delivery of 4 apprenticeships, 7 work placements and 4 new jobs. The contractor also supported the local Our Lady of Rosary Nursery garden, with community enhancement totalling £7,729 and provided £13,182 to support businesses.

The project consisted of the clearance and demolition of the multi-storey flats and their replacement by 51 flats and houses for social rent. This is accommodated within a mix of three storey flatted blocks, two and three storey cottage flats and two storey semi-detached and terraced houses. The flats provide an element of scale and presence along the main access road, whilst the heart of the site is defined by houses and cottage flats that integrate with the existing housing of the surrounding area and are clustered around landscaped squares.

Hillcrest Homes

Countesswells



Statement of support

Often the terms social rent or affordable homes may conjure images for many people of inner city, cheaper quality or being located in less prosperous areas. With Hillcrest's Countesswells development, these assumptions have been thrown well out of the window.

April 2019 saw the completion of 67 affordable high quality homes in the beautiful, airy and spacious rural locale of Countesswells. Sited in a rolling rural landscape surrounded by forests and farmland, the development has been constructed around our tenants' comfort and lifestyles to create a positive and engaging community.

All of the affordable homes have been designed and constructed to high standards of energy efficiency, featuring solar panelling, gas central heating with gas savers on boilers, state of the art cladding and insulation and smart meters. These measures have been installed to help tenants keep bills as low as possible and reduce instances of fuel poverty.

Kit timber frame construction has been used throughout, enhancing the speed of building while hugely limiting waste. Renewable materials and timber also enjoy a significantly higher Building Energy Rating compared to steel frame or masonry built projects.

The local community has been a key focus from the start of the project. Local schools have been supplied books, new cycle networks have been created or enhanced and parks and green spaces have been created as key features across the site. Ongoing support was also given to local charity Friends of Anchor, which supports cancer and haematology patients within the ANCHOR (Aberdeen and North Centre for Haematology, Oncology and Radiotherapy) unit in Aberdeen Royal Infirmary.

Local school children and university groups also benefitted from site visits to learn about the development process, including health and safety and to promote the construction industry as a career path.

Even a local supply chain was used - with local supplier predominantly used in order to maintain local jobs, income and relationships.

Developing Countesswells saw a number of organisations pull together. Hillcrest worked together with Stewart Milne to deliver the homes, while the design work was undertaken by KLM. However, Aberdeen City Council also played an instrumental role in enabling the development to take shape, providing £721,050 from their Scottish Government's affordable housing investment programme allocation.

Giving a nod to the rural locale of the development, the homes have been designed to incorporate a rustic rural feel to complement this natural landscape. Some houses feature red brickwork reminiscent of country cottages, others feature weatherboard cladding to enhance the rustic feel of the homes and tie them more closely into the environment. Soft and hard landscaping has been designed to enhance the countryside feel with plenty of leafy greenery, all while combining it with a contemporary edge.

A mixture of housing types are presented - apartment, semi-detached homes and cottage flats - meaning that there are homes well matched to any tenant requirement or family size. The development's eclectic mix of housing types, styles and aesthetic is a nod to the traditional assortment of buildings found in Scottish villages.

The Countesswells development brings the best of both worlds - the benefits that an inspiring countryside location brings, but with excellent links to the amenities of Aberdeen, a mere 10 minutes' drive away. The nearby newly completed bypass also puts Countesswells within easy reach of the rest of Scotland, while Aberdeen Airport is reachable in around 10 minutes. Countesswells truly offer rural living with big city connections.

Outcomes and achievements

52 social rent and 15 mid-market rent delivered in a new development encompassing traditional values, with wellbeing of its residents at its core for people of all ages and lifestyles has been created in a rural setting.

Our Countesswells site is part of a wider development will bring opportunities for jobs and business creation in the immediate area such as cafés, shops and more.

Hillcrest and Stewart Milne were committed to an extensive apprentice programme. 31 apprentices were in place across the wider development, with a number of these working on our Hillcrest site.

Partner working was key in this project. A number of other housing associations have properties within the

wider Countesswells development, and a local lettings firm manage our mid-market rent offering.

The properties at Countesswells have been designed as tenure blind. Social rent, mid-market rent and private ownership are mixed in with each other share the same streets and even closes in some cases. This creates an inclusive area which minimises any instances where areas of different tenure types may become viewed differently.

Some of these apprentices also won local awards at college, including the Master Plumber Trophy and the Master Plumber Shield.



CIH SCOTLAND 2019

EXCELLENCE IN SCRUTINY

AWARD

Sponsored by:



This award recognises organisations who have demonstrated excellence in working with tenants and other services users to scrutinise landlord performance. Shortlisted organisations have clearly demonstrated how this has led to service improvements and positive outcomes for tenants.

West Dunbartonshire Council

West Dunbartonshire Council Scrutiny Panel



Statement of support

West Dunbartonshire Scrutiny Panel was set up in 2014 in response to the Housing Scotland Act 2010, which introduced the Scottish Housing Charter. The Panel acts as a 'critical friend', taking an independent and objective view of West Dunbartonshire Council housing services performance. The Panel has an agreed 'Terms of Reference' which was developed in conjunction with Panel members.

The aims of the Panel are:

- To act as an independent Panel to review, assess and challenge housing services performance
- To have a formal and recognised role in housing services performance framework
- To contribute to improving housing services which are of the highest standard and which meet tenants and other customers' needs
- To develop greater customer influence in decision-making on services

The Panel is supported by staff from our Tenant Participation Team and feeds into the Council's annual assessment of performance against the outcomes and standards outlined in the Scottish Social Housing Charter. All new Panel members undergo induction training based upon the Stepping up to Scrutiny training and learning programme. There are currently eight members of the Scrutiny Panel. Panel members are also briefed in terms of the Council's assessment of performance and proposed actions that will form part of the annual Charter Improvement Plan. This process helps the Panel decide on which area of the Housing Service they want to focus their scrutiny activity on.

Once a scrutiny exercise has been carried out, the Scrutiny Panel provide a report to the Housing Improvement Board (made up of the Housing Management Team and senior operational officers) which is tasked with delivering improvements across all housing services.

Each report includes recommendations and when approved, these recommendations are created as Actions on the Council's performance management software and monitored, managed and reported on in accordance with the Council's wider reporting framework. Scrutiny Panel activity and progress, in terms of their recommendations being implemented, are also a standing agenda item at the monthly Housing Improvement Board meetings.

As outlined above, a key aspect of the Council's approach is to create and give visibility to the recommendations of the Scrutiny Panel. Another key aspect of this approach is that it is the Panel themselves that decide when, in their view, any recommendation has been implemented, and not the officer or section tasked with implementing the action.

In practice, this means that evidence is provided to the Panel that an action has been implemented and the Panel then assess this evidence and either agree that what they had intended when they made their recommendation has been implemented, or ask for further actions to be taken. Crucially in terms of the Council's Performance Management Framework software, the action is only marked as complete with the agreement of the Scrutiny Panel.

In terms of the impact Scrutiny Panel activities have had, outlined below are the areas of housing that the Panel have looked at and the subsequent performance of key indicators where some of their recommendations targeted improvement.

Anti-social Behaviour Service			
	2013/14	2014/15	2015/16
Satisfaction with Anti-social Behaviour Service	80%	84.6%	87.9%
% of ASB cases resolved within target timescale	36%	74%	82%
Tenancy Sustainment			
	2015/16	2016/17	2017/18
Tenancy sustainment rate	86.8%	88.4%	88.5%
Number of abandoned properties	132	84	61
Repairs Right First Time			
	2016/17	2017/18	2018/19
Repairs completed Right First Time	87.8%	88.1%	90.5%

Outcomes and achievements

A key lesson that has been learned was the need for the Panel themselves to assess whether their recommendations have been fully implemented. This ensures that the initial intention behind the recommendation is met and that the Panel are kept fully up to date in terms of implementation.

West Dunbartonshire's Scrutiny Panel demonstrates how, through its partnership working with lead officers within the Council, that it has managed to embed its work within the Council's strategic approach to performance.

As detailed above two aspects of the agreed structure put in place have been crucial to the success of the Scrutiny Panel and these are what we want to highlight;

- An expectation specifically included in the agreed Terms of Reference, that recommendations made by the Panel would be approved and implemented, and
- The guarantee that the work of the Panel would form part of the wider Performance Management Framework, with the Panel themselves being instrumental in agreeing actions have been implemented before any progress is reported more widely.

This means that WDC Scrutiny Panel can demonstrate that they are shaping the Council's performance for the better with the tenants of WDC being able to receive the benefits through an improved service.

Aberdeen City Council

Feedback Review



Statement of support

Scrutiny in the Council began in 2004 when the Tenant Service Review Group was established. It has evolved over the years - it is now called the Housing Service review Group, is an RTO and has 20 members. This Group is the umbrella group for scrutiny in our Housing Service and sits separately but is part of our Tenant & Resident Participation Framework clearly showing the significant role this group represents. This group is committed to working with the Council to improve services for all tenants and residents. This was clearly shown in the motto the group chose - "Working Together for Better Services".

Aberdeen City Council has developed Scrutiny over many years and at the pace of the involved tenants- it started with evolving the original group - offering the training and support - then completing the physical reviews. Then came the next stage - looking at the TP Budget monthly moving on to Housing Performance based on the Charter then looking at the HRA and developing this approach and combining the performance with the physical reviews. It has given our tenants the opportunity to get involved just in the facts and figures or in the physical reviews or both.

- Scrutiny in Aberdeen City Council has been a positive experience - starts at the top
- Each group member given a council identity badge - gives them a sense of pride
- There is ongoing training provided to the group
- Our Group now have the confidence knowledge and experience to present to other tenants all over the North East, Scotland and at National Conferences

- Group members participated in the 2 days 'Stepping Up to Scrutiny Programme' and are being encouraged to support new members
- Our Scrutiny Framework is innovative and fun, but the importance of Scrutiny is in our Tenant Participation Framework
- "What would make you come through the Door" is an innovative approach to encourage new members to the group, to explain to staff what it means for them and has been shared throughout Scotland, Northern Ireland and Wales
- Our Housing Performance Group has brought officers from different services and directorates to work with our tenants.

The Council has accepted the recommendations of this group and those they have not accepted they have explained why also the group has accepted the reasons so there is a 2-way conversation

This group has helped to transform TP in the Council but also as a working together to improve services for all our tenants. It is not always about saving money but ensuring best value and customer satisfaction.

From the reviews the group has been invited to attend the re design of services e.g. Repairs. They can work effectively with the Council as they understand both sides. Their knowledge and their input have been accepted by the redesign team.

Our Chief Executive, Angela Scott attends meetings with this group, the group has been invited to attend afternoon tea and at every launch of a service review, where a buffet lunch is provided - she is there to thank the group. The Directors and Senior Management as well as Elected Members also attend along with Officers at all levels from the service being reviewed. In a large organisation it is a great achievement to have this level of support. Aberdeen City Council is committed to ensuring scrutiny is embedded in all housing services.

Outcomes and achievements

To date the group has:

Review of Repairs 2010 - the review team spent five days at the repair's depot. 38 recommendations were made, 36 accepted and 2 could not be implemented due to technology issues.

Review of Community Safety 2012 - members spent 4 days reviewing this service - dressing up as City Wardens walking the street, accompanying the anti-social behaviour team with their visits - seeing at first hand the abuse this team were subjected to. Made 29 recommendations e.g. make phone app for parking - implemented.

The Housing Management Review 2015 was the biggest review. The 45 recommendations made have been built into the Housing Improvement plan.

Re-review of Repairs 2017- the group spent 5 days at the Repairs Depot. The Group commended the service for all the recommendations completed e.g. all policies were mappings which made it very easy for the group to understand and windows were re glazed on site

Customer feedback 2018 - using the poor response times for our complaints. Making 23 recommendations, the group have continued to work with this team to encourage all feedback from tenants - positive and negative and are in the process of designing conversation cafes.

Currently undertaking 2 reviews - a new challenge for the group - Reviewing Housing Management and Voids 2019.

East Ayrshire Federation of Tenants and Residents

East Ayrshire Federation Tenant Led Scrutiny



Statement of support

Scrutiny in East Ayrshire was developed as a partnership between East Ayrshire Council and East Ayrshire Federation prior to the introduction of the Scottish Social Housing Charter, initially through the establishment of the Joint East Ayrshire Council and East Ayrshire Federation Housing Asset Services Working Group in 2011. The aim of this group was to embed a joint working approach to service improvements, with the initial project established to review the Housing Improvement Programme in relation to the Kitchen, Bathroom and Electrical Upgrade Programme.

Utilising a variety of scrutiny methods, including desk top reviews, tenant led inspections, interviews and meetings with management staff and workforce, site visits to properties at various stages of the program, review of performance information and tenant survey, independently carried out by Federation members, the Federation compiled a report which identified areas of good practice and recommendations for improvement. The success of this work, which was welcomed across the housing service and the Council as a whole, provided the basis of the continued

and further development of tenant scrutiny in East Ayrshire, which is now an integral part of the work of the Federation, its members and interested tenants and the housing service. There is now an annual programme of tenant scrutiny agreed jointly by the Federation and the Council and consecutive tenant led scrutiny projects have directed service improvements and increased tenant satisfaction across a number of services. This includes:

- Repairs and maintenance
- Window replacement programme
- Gas servicing
- Gas installations
- Void process and re-let standards
- Housing Options and Homelessness
- Housing Revenue Account

Whilst building on the range of tenant scrutiny activities in East Ayrshire, the Federation and the Council jointly developed a Tenant Scrutiny Framework, approved by housing service senior officers and elected members. The Framework clearly identifies how tenant scrutiny operates, including roles and responsibilities, how scrutiny topics will be identified, using a scoring system, how scrutiny links to wider housing performance monitoring and tenant participation activities.

Scrutiny is firmly embedded in the work of the Federation and Council Housing Service. This includes tenant participation in:

- The scrutiny projects themselves
- Performance monitoring meetings with the senior housing management team, where members of the Federation have the opportunity to discuss performance of all parts of the business,

understand achievements and challenges, suggest improvements and monitor progress

- Reviewing performance information reported to the Scottish Housing Regulator in the Annual Return on the Charter, and at 6monthly intervals throughout the year
- Working with officers to develop the annual report to tenants
- Raising awareness of the charter, scrutiny and performance at Federation events, articles in bi-annual federation publications delivered to all tenants and the joint Federation & Council Annual Tenants and Residents conference
- Service Improvement Groups with lead officers, where the implementation of scrutiny recommendations and officer initiatives are monitored to ensure continuous improvement

"The work that the East Ayrshire Federation have carried out in continuous scrutiny of our service delivery since 2011 has proven to be absolutely

invaluable to Housing Asset Services. They have carried out "root and branch" scrutiny in every area of our work and have always been both thorough and professional.

The impact and benefit that this transparent scrutiny has brought is enormous and has helped us significantly on a journey of excellence. The Federation have shown clearly that technical and professional officers do not in fact always know best!

The outcome of the work has been instrumental in Housing Asset Services being recognised nationally for outstanding work and played a significant role in us achieving the accolade of "Most Improved Building Maintenance Service in the UK" from APSE in 2018.

We are indebted to the time and effort that the Federation has given and look forward to their help and assistance in the years to come."

Gary Craig

Housing Improvement Manager

Outcomes and achievements

Recommendations from Tenant Led Scrutiny have led to improved services and satisfaction levels including:

- Improved and streamlined communication to tenants on housing improvement plans
- Introduction of multi media demonstrations of work being carried out in tenants' homes to assist tenants plan and prepare
- Improved standards of houses when let
- Reduced void timescales & void rent loss
- Improved repairs timescales
- Development of the Council's Housing Asset Management Framework, assisting the Council to demolish some very low demand or high investment need properties and build new homes across the authority
- Improved specifications and standards of materials for housing improvements, reduced items in stores, gathering dust and fully stocked vans to ensure parts available for appointments

- All gas servicing and installations delivered by in house team, ensuring high standards across all homes
- Improved customer services at local offices

In all Federation scrutiny work, the aim is to improve services and ensure value for money, therefore reviews of changes implemented are carried out, to ensure they are effective and where additional improvements can be made they are recommended and agreed.

Ensuring tenants and staff are trained in scrutiny, the Charter and role of the Regulator, the Federation and Council have mitigated any barriers to tenant scrutiny and officers' welcome opportunities to work with tenants in the scrutiny of "their" parts of the business. By working the Council in the role of "critical friend" and recognising successes as well as challenges, and reporting on good practice as well as making recommendations for change, scrutiny in East Ayrshire is growing and developing and is an integral part of the business of both organisations.

Cunninghame Housing Association

Cunninghame Scrutiny Group



Statement of support

Tenant scrutiny is very much at the heart of how the Association monitors and improves its housing services.

Cunninghame Housing Association (CHA) were keen to work more closely with their tenants and service users to receive independent reviews and scrutiny of their housing services to support further service improvements and growth. To achieve this, they supported the launch of the Cunninghame Scrutiny Group.

Key lesson - It was realised very early on, that a key aspect in the success of the scrutiny process was removing the 'fear' factor which tenant scrutiny members, front line staff, senior staff and Board members all had in various degrees. This was achieved by jointly agreeing a scrutiny framework which outlines the remit, role and reporting arrangements everyone has in the process. The scrutiny group also developed a terms of reference which recognised their independent role. This approach means that tenants, staff and Board members have a good understanding of scrutiny and it's the benefits to improve housing services and value for money.

By working together tenants have an opportunity to set their agenda and work in partnership with Cunninghame to make improvements.

'Our role as a scrutiny group is to ensure we bring a customer perspective to independently review and scrutinise the performance of Cunninghame's housing services. We set the agenda of the items we choose to scrutinise. Cunninghame staff have been very supportive of our work. To date, the Board have agreed most of our recommendations and we work well as a team to continue to drive services forward'. Willie Clarke, Chair of CSG.

'The Cunninghame Scrutiny Group has carried out a range of excellent scrutiny projects that have been well received by the Board and staff team. We ensure that tenant scrutiny is fully embedded into Cunninghame's performance monitoring and reporting arrangements. We respect the commitment of our volunteers and the essential work they do. It is an excellent example of partnership working to ensure continuous improvement'. Frank Sweeney, CEO, Cunninghame.

The scrutiny group carry out detailed research to decide on each scrutiny task it undertakes and produce an action plan for each exercise. The Scrutiny Group have used a range of scrutiny methods including desk top reviews; staff interviews; benchmarking; job shadowing; tenant led inspections; mystery shopping and surveys.

To date CSG have carried out the following scrutiny activities:

- Review of customer service standards - Recommendations were all taken into account in the design of the Association's new office. Staff have been trained on the new standards.
- Review of planned maintenance programme - Recommendations have influenced how the Association delivers its kitchen and bathroom planned maintenance with its new contractor.
- Review of the customer satisfaction survey - The scrutiny group worked with the research team to review the format and content of the satisfaction survey. The group's recommendations were taken into account and the 2018 survey was altered considerably and saw an increase in the response rate.
- Review of gas safety procedures and practice - Cunninghame is looking to record more information on no access/forced entries/capping and to raise the need to record and benchmark this information with the Scottish Housing Regulator.

'Cunninghame's Scrutiny Group have recently presented their findings on gas safety. There were 12 recommendations and we are currently implementing these. Gas safety is of critical importance and we value the work of the scrutiny group to ensure we get things right at Cunninghame'.

Janet Strang, Chair, Cunninghame Housing Association

Cunninghame has developed an excellent working partnership with tenants and service users to work together to discuss issues and joint solutions to these. Cunninghame and CSG have regular meetings and updates on progress with previous scrutiny activities. The Association also has six tenants and residents groups who are updated at their monthly meetings on the progress and outcomes of the scrutiny work.

Cunninghame has a dedicated officer who supports the group and ensures that they have access to performance information they require. The Association also funds TIS to provide independent training and support for the scrutiny group. Cunninghame ensures that staff are kept up-to-date about scrutiny activity at team briefings and via the staff intranet. Scrutiny is a standing agenda item at Senior Management Meetings. Tenants are kept updated on scrutiny activity through;

Cunninghame newsletters; Annual tenant performance report and at the Annual Conferences, which is attended by over 120 tenants each year.

Tenant scrutiny has seen significant improvements in how housing services are delivered. There is a more open environment for CSG and Cunninghame to work together to ensure value for money for rents and service charges. Cunninghame continually review savings that are being made following the implementation of scrutiny recommendations and review if there is more tenant satisfaction after these changes are made. Scrutiny is supporting the Association to ensure services reflect tenant's needs and priorities.

'The scrutiny group have gained so much confidence and skills. We have a good and respectful relationship with Cunninghame staff and the Board. They are open and receptive to hear what we have to say. Scrutiny works as it gives us a better way to share problems and ideas'. Christine Marshall, CSG member

'Our scrutiny approach helps us to have a better understanding of the needs of tenants and service users. Dialogue between the Association and CSG has been really productive. We are working together to drive our services forward at rents people can afford.' Steven Good, Director Housing & Property Services, Cunninghame.

Outcomes and achievements

- The outcomes and achievements following scrutiny projects can be summarised as follows:
 - CSG has a full complement of 12 trained members who have grown in confidence, knowledge, skills and experience.
 - TIS support CSG and Cunninghame to ensure an independent and innovative approach.
 - Scrutiny is now fully embedded into the culture of Cunninghame at all levels.
 - CSG are significantly influencing continuing improvements in housing services.
 - Satisfaction surveys highlight that Tenant Satisfaction levels are increasing.

Customer Service

The new service standards were fully implemented in the move to Cunninghame's new offices.

- Signage has been added to a local office.
- Reception access improvements have been made.
- All staff now have 'lapel pin' name badges and give their name when speaking to tenants.
- Customer service standards have been revised and training held for staff and Board members.

Tenants have been updated about new service standards at the Annual Conference and Cunninghame's newsletter and via the website.

2018 Tenants Satisfaction Survey - Action Plan

The Cunninghame Scrutiny Group was involved in the independent design of the 2018 Cunninghame Tenant Satisfaction Survey, The 2018 showed significant improvements across all areas of interest to tenant from the 2016 survey which were all above the Registered Social Landlord national average.

These included: -

- Keeping you informed
- Taking part in decision making
- Complaint resolution
- Repairs services
- Management of neighbourhood

This clearly shows the positive impact of the CSG's exercise on Customer Service and their recommendations which were fully implemented and supported by Cunninghame.

- A second Financial Inclusion Officer was recruited. This has already improved the financial circumstances to a wider range of hard to reach tenants.
- Additional staff training is in place which has reduced the variability in services across all Cunninghame's towns of operation, improving satisfaction levels.
- A dedicated social media and marketing officer role has been created to improve Cunninghame's digital offering.

Gas Safety Scrutiny Exercise

The CSG's latest exercise was both challenging and unique, looking at Gas Safety, including the reasons for forced entries and gas supplies being capped

and associated costs. CHA self-assessed themselves against a Scottish Housing Regulator (SHR) thematic inquiry on gas and tenant safety. They realised they had no tenant involvement in this area and approached CSG who agreed to review gas safety practice and procedures. The CSG quickly realised that the SHR do not request figures on forced entries and gas capping and landlords don't keep records on numbers, reasons for no access or the cost impact and inconvenience to tenants. This is being addressed by CHA and the CSG are making the SHR aware of this.

- o CHA now record reasons/numbers for no access to reduce the need for gas supplies being cut off. This is saving staff time, money and inconvenience to tenants.
- o All written communication/letters has been improved, with clearer appointment times, contact numbers and plain English
- o Flexible appointment times are now being offered.

South Ayrshire Council

Scrutiny & Performance Groups



Statement of support

Housing Services have worked collaboratively with our involved tenants over the past 3 years to develop their knowledge and skills in order to ensure they were fully equipped to participate in meaningful scrutiny activities.

Tenants in South Ayrshire have been involved in scrutinising the performance of housing services for many years. In the past tenants and officers would attend a Scrutiny and Performance meeting to review the quarterly performance of the Housing Service, informed by nine tracker satisfaction surveys issued to tenants and prospective tenants. Under this approach, the group reviewed responses to surveys, including satisfaction rates and comments however tenants rarely made any requests for follow-up information or asked questions of officers about performance trends.

Together tenant's and officers agreed that the format was not effective. In 2016 we took the decision to embrace a new approach - the Stepping Up to Scrutiny training programme devised by the Scottish Government, Chartered Institute of Housing (CIH) and Housemark Scotland. Officers from Housing Services attended training which equipped them with the skills to deliver Scrutiny training locally. Following on from this, an in-house training programme was devised for tenants likely to be involved with the scrutiny of Housing Services performance. The training provided

attendees with knowledge on a range of topics, including understanding performance information, how to effectively question a landlord on performance, self-assessments, benchmarking and how to effectively carry out scrutiny activities.

After all involved tenants received the training we undertook training sessions with senior management and staff of Housing Services, Property Maintenance and Housing Policy & Strategy. This included Housing Officers, Trade Operatives, Anti-Social Behaviour Officers, Homelessness Officers and Support Workers.

Once both tenants and staff had received this training, there was momentum to change the process of scrutinising performance data. The learning and development offered by this programme of training meant that a more in-depth procedure was devised, allowing for a more meaningful level of scrutiny. Following on from the training, the previous Scrutiny and Performance Group was dissolved and two new scrutiny groups were established in 2017. These groups each have a remit of Housing Services they monitor as detailed below:

Scrutiny & Performance, Maintenance Group:

- Repairs
- Modernisation
- Settling-In
- Adaptions
- Neighbour Disputes

Scrutiny & Performance, Housing Options & Support Group:

- Applying for Housing
- Housing Options
- Homeless Service
- Temporary Accommodation

Both Scrutiny and Performance groups have continued to develop their knowledge by attending on-site learning sessions relevant to their scrutiny areas as well as officer overviews on procedures. These sessions

have included; visits to our hostels, meetings within our Property Maintenance depot, learning sessions on Anti-Social Behaviour, Repairs, Homelessness Duty and the Internal Modernisation Programme.

Tenants have expressed the view that the changes to scrutiny along with the training they have received has given them a good opportunity to build their knowledge. They feel more confident to question officers on processes and performance data.

The Stepping Up to Scrutiny programme has been successful in changing our approach to tenant scrutiny and has led to the first Tenant Led Assessment (TLA) in

South Ayrshire which is due to report its findings and recommendations in October 2019. Tenants devised a thorough process of scrutinising the void letting standard which included inspecting void properties, interviewing all levels of staff, researching good practice from other landlords, questioning current practice and sourcing performance information. The TLA has allowed tenants to carry out investigations into SAC's current Letting Standard and make informed recommendations for change to benefit both Tenants and Housing Services.

Outcomes and achievements

Over 150 involved tenants and staff members of South Ayrshire Council have received the Stepping Up to Scrutiny training.

Two new Scrutiny and Performance groups have been established and a new data tool was designed for tenants to monitor and scrutinise Housing Services performance data.

Following on from receiving scrutiny training and undertaking scrutiny of performance the involved tenants along with officers have reviewed the way in which tenants scrutinise Housing Revenue Account income and expenditure. Tenants are currently

in the process of building their knowledge on all functions that impact the HRA including Procurement, Capital Programme, Bad Debt Provision, Digital Transformation and our Buy Back Scheme.

A Tenant Led Assessment has been carried out on the Letting Standard currently used by South Ayrshire Council Housing Services.

Involved Tenants feel more confident in approaching scrutiny as the partnership working between them and officers has been strengthened by the changes made to scrutiny processes and procedures.

EXCELLENCE IN HOUSING INNOVATION

AWARD



Sponsored by:  **Riverside**

This award recognises programmes or projects which can clearly demonstrate how they have developed an innovative approach which has made a real difference to the lives of tenants and customers. This could be any new product, service or technology – being able to demonstrate innovation is the key.

Kingdom Housing Association

The Naumann Initiative



Statement of support

We believe the Naumann Initiative is the first of its kind.

The initiative simultaneously gives a homeless person a job, a tenancy, support with any complex needs/ barriers to sustaining their tenancy and training to help them perform in the role.

As a landlord, an employer and having our own employability project, we had all the components to achieve that so the initiative was really about bringing those together in an innovative and impactful way. Our Housing department, HR team and Kingdom Works employability project worked closely to ensure we took a holistic and coordinated approach.

We considered the challenges that may present for people experiencing homelessness in applying for and securing employment and put measures in place to mitigate those. For example, we held an “open day” where potential applicants could find out more about Kingdom and the role and to get assistance in

completing their applications in case they had limited experience of going through that process. It also occurred to us that applicants may not have a private vehicle (which would be necessary for their role) so we put provision in place to provide a lease car for the successful applicant if necessary.

In reality, we found that many of the challenges we thought would present simply did not materialise and that has given us cause to reflect on our own preconceptions about people who are experiencing homelessness.

We were not looking for someone who would be able to carry out the role immediately but rather someone who had the innate ability and values to be successful in the role so made provision for up to the first 6 months in role to be dedicated to building the person’s knowledge and skills.

Not only does the initiative transform the lives of the individuals who gain employment and a home, it also helps remove some of the stigma of homelessness and means our employees are more informed about the challenges faced by homeless people so are better placed to support those people. That is especially true of one of the people appointed through the initiative as her role as a Tenancy Sustainment Worker is to support homeless people make the transition from being homeless into stable accommodation.

The initiative is named after Laurie Naumann, a founding member of Kingdom Housing Association, a current board member of the Association, a lifelong advocate of support to homeless people and, in 1998, was a recipient of an OBE for services to homeless people.

An ancillary element of the Naumann Initiative is our Homelessness Guaranteed Shortlisting Scheme through which we guarantee an interview to an applicant for any of our roles if they meet the essential criteria and are homeless or have been homeless in the last 12 months. Whilst a number of employers offer a similar guarantee to disabled people, we are not aware of any that offer it to people who have experienced homelessness.

The first phase of the Naumann Initiative was designed to combine our roles as landlord, employer and provider of employability support. We employ around

470 people so are limited by how many roles we can fill through the initiative. Our plans for phase two of the initiative is to provide the tenancy and employability support to homeless people but for the employment aspect to be with other "Naumann Accredited" employers who we would work with to ensure the individuals have the skills requires and the employer is able to provide the appropriate supports.

Phase two will significantly increase the number of homeless people we are able to provide a home to whilst supporting them into employment

Outcomes and achievements

We have appointed two people through the Naumann Initiative. Unsuccessful candidates were offered referral our employability project Kingdom Works.

Last year we housed over 120 homeless households and are aiming that this will increase to over 150 in the current year. Our new Tenancy Sustainment Worker, Agnes Bicket, will provide support to new tenants to enable them to manage the transition in to their new home and support tenancy sustainability. Agnes said "The Naumann Initiative has given me the opportunity to get myself back on my feet after finding myself homeless. Through my experience I will be able help our tenants who are getting their own homes after being homeless and share any advice with them"

We believe the Naumann Initiative will also have reduced the stigma and prejudice that people who have experienced homelessness often experience especially when trying to secure employment.

Two of the fifteen unsuccessful candidates have taken up the offer of support from Kingdom Works who are supporting them to raise their confidence levels, provided training courses to make them more marketable to employers, have matched them to jobs and are supporting them to complete application forms and perform at interview to a higher standard.

Maryhill Housing

Glenavon connectivity and internet of things

Statement of support



Our Glenavon connectivity and internet of things project has successfully tested the potential to provide affordable internet to social housing tenants and use internet of things technology to keep customers safe and test the efficiency of different heating systems.

The project was funded from a Scottish Government grant of c. £150k.

The main aims and expected outcomes of the project were as follows:

- Provide affordable internet connectivity for up to 360 flats within three high rise blocks in Maryhill.
- Increase the number of households transacting with public services online
- Testing the use of internet of things technology to more effectively manage high density accommodation.

The project comprised four elements:

- Free fibre to the premise broadband to customers for one year
- Digital inclusion support and development of Digital Champions
- Establishment of a device lending library
- Installation of fire door and sound sensors monitored via a dashboard by onsite staff
- Installation of heat and humidity sensors to assess the impact of new pilot heating systems installed by the Association.

Other housing providers have provided internet to tenants, many provide digital support and devices and a number are now using internet of things technology. This project is unique because we (think we) are the first landlord to be retrofitting fibre to the premise connectivity at scale. This means our customers have their own private connection and have the ability to opt into speeds of up to 1GB direct with the internet provider. Our Digital and IT Strategy sets out a clear objective to get more customers online because of the wider benefits this can bring to their lives. We have identified a range of barriers including cost, skills and confidence and equipment. This project addresses all three.

This project also goes much wider than getting people online. It is a key part of a wider strategy to regenerate our high rise properties and create better homes and neighbourhoods to feel proud of. Two barriers to customers choosing to live in our high rise properties are safety concerns and the existing old-style electric storage heaters. This project will address these issues and through the internet offer provide a USP when compared to other high rise blocks in Glasgow. The sensors in our fire doors will tell our on-site staff as soon as a fire door has been open for longer than it should have been. Without this system our staff check

fire doors daily, so it could take twenty four hours to identify a potential hazard. With this system it takes ten minutes. The heat and humidity sensors will be used to assess the impact of replacing of style electric storage heaters with high heat retention versions and air source heat pumps. The data from the sensors will be combined with customers' fuel bills and felt experience to allow the Association to take a holistic approach to appraising each option.

This project has been innovative because of the iterative, agile way we have delivered it. We have faced challenges: after four months only six customers had signed up to the free internet; four of the initial ten fire door sensors were vandalised within a week. We have worked collaboratively with project partners such as Censis (internet of things) and Hyperoptic (connectivity) to quickly adapt our approach to address these challenges and make the project a success.

Finally, this project has gathered interest from other landlords but also internet service providers who are opening up their business models to consider low-speed 'social' tariffs direct with landlords. This development of a marketplace will allow more landlords in the future to benefit from competition and hopefully open up the service to more tenants.

Outcomes and achievements

Key outcomes are:

Access to the internet:

- Over 70%, or 250 customers at Glenavon currently receiving free internet connectivity.
- Following consultation (responses received from over 50% of customers) our Board has decided to extend this service from April 2020 and beyond funded through a rent increase of 5 per month.

Digital inclusion:

- Digital Inclusion classes only commenced in August. So far fourteen customers have benefitted.

Social cohesion:

- 100% of Serco's properties leased from the Association on the estate are receiving the service. Through the digital inclusion project residents are now able to access ESOL classes from the new community

facility built on site.

Youth engagement and ASB:

The Association has been able to deliver digital youth activities (following concerns about youth disorder) at Glenavon over the summer period because of the high speed connectivity available

Internet of things:

- Identification of fire hazards significantly more immediate, making better use of staff time

Fuel poverty:

- Sensor data will allow a holistic option appraisal to identify the best solution to replace 1000 old style electric storage heaters over a five year period.

East Lothian Council

Wellwynd Hub



Statement of support

The project that we are nominating for this award is the Wellwynd Hub, which is an innovative approach that was initiated by the Council's Housing Service and which brought together Occupational Health, Physiotherapy and Telecare Teams. The Hub is an exciting project which has transformed the services provided to tenants and customers who require occupational therapy, and housing interventions. The ultimate aim of the project is to avoid functional decline, reduce the needs on services, engaging people with increased levels of activity and supported self-management.

The Housing Service brought about this opportunity for the partners to use the Wellwynd Hub which is a 4-apartment council property in Tranent which was previously used as a Warden's flat within a sheltered housing complex. The flat was converted in to a homely environment which includes a variety of equipment and adaptations which can be used to help assess an individual's needs. For example there is a bathroom with a wet floor show area, profiling beds, 'Closomats' small aids and a range of Telecare equipment for people with more complex needs. The Hub provides weekly clinics with the Occupational Therapy team offering a service three days a week and this will be rolled out across the county, allowing more and more people to access this unique service at the point of need. We also provide awareness sessions or Telecare and Technology Enabled Care (TEC) to support staff to find effective, individual solutions for assisting tenants and customers with their everyday activities. We want to trial mainstream Smart Technology to identify the potential to help support people and provide demonstration and impartial advice. Have used an innovative approach(es) to solve a particular housing problem. The Wellwynd Hub is a fully adapted and resourced house which can be accessed by staff and tenants/customers with a view to improving awareness of, and access to, assessment, training and support for vulnerable adults and older people.

The Project links directly with a wide range of policy drivers including:

- East Lothian Health & Social Care Partnership's Strategic Plan 2019-2022
- East Lothian Partnership's East Lothian Plan 2017-2027
- The Council Plan 2017 - 2022
- Scottish Government, A Delivery Framework for Adult Rehabilitation in Scotland 2007
- Active & Independent Living Programme (2016-2020)
- The Digital Health & Social Care Strategy (2018)
- Carers Act (Scotland) 2018
- National Dementia Care Delivery Plan (2016)
- Health & Social Care Delivery Plan (2016)

These drivers all promote, early intervention, prevention, self-management and the empowerment of individuals for active and independent living.

The Team behind the Wellwynd Hub are delighted to now be able to deliver a service at the earliest point of need. The up skilling of staff to consider technology at a much earlier stage than previously in an attempt to make care more sustainable by freeing care to target those who are most in need and allow tenants/customers much more control over their environment and care needs. This service includes:

- Joint assessments with Community Housing Officers to assist in medical awards
- Joint assessments with Physiotherapists offering comprehensive assessments which helps with the tenant/customer journey
- Staff measure the persons' performance/ personal outcomes and review their activity after approximately 6 weeks
- The OTs undertake joint work with Telecare staff to help identify TEC solutions for tenants/customers
- Social prescribing is promoted to include a wide range of community resources and services for example, exercise groups at leisure centres, HILDA etc. which promotes a self-management approach to support good health and well-being

We initially set up this service in November 2018 and ran it as a trial clinic, we evaluated the service on a weekly basis and were given permission to change the service as it evolved. This has resulted in the service being improved which has resulted in improved satisfaction from service users.

Outcomes and achievements

There have been a number of statistics that we have recorded from the outset of the project to make sure that we achieved our goals and outcomes. We have evidence to demonstrate that:

- We are able to assess on average an additional 39 people per month
- The estimated annual saving based on average of 39 clients per month = £57,096.00
- We have evidence that 87% of people attending the clinic have improved personal and/or functional outcomes
- In April 2019, we carried out a combined total of 58 assessments and review on top of existing work
- The Occupational Therapy waiting list has reduced by 23%, from 421 to 322 since January 2019
- The Hub has been successful in demonstrating Telecare and Smart Technology in a working environment and assisted in reducing anxiety from individuals and their carers during transition into their own properties. The use of Technology has allowed greater independence and a reduction in care hours

- A rolling programme of Telecare/Smart TEC awareness sessions for all frontline staff in particular care staff, social workers, Health Professionals, Housing Officers and District Nurses started in April with a maximum of 10 attendees per session. Evaluation indicate 100% would recommend this training to others and as a result had increased confidence in this area.

We are currently highlighting this innovative service around East Lothian and have been asked by the Royal Infirmary of Edinburgh to present our service and have also presented to local GP practices and other health services. We have had a number of open days inviting staff from East, Midlothian and Edinburgh Councils who have visited along with Deaf Action and RNIB who have been keen to learn how we develop and collate our statistics and outcomes. The Well Wynd Hub has surpassed our expectations, we will continue to allow the service to evolve and develop to meet ever changing demands.

Wheatley Foundation

Meet Your Neighbours



Statement of support

Since 2017/18, Wheatley Group has delivered new homes across 15 New Build sites across Scotland. With these new sites we have new neighbourhoods, assets and newly established communities, bringing together people from different areas and different cultures. While this brings many positives, it can also mean that in these communities:

- Customers may not know the area well, and don't know what services are available to them. This can result in lack of access to the support they require, early tenancy sustainment issues and lack of engagement with housing staff.

- Customers do not know their neighbours which can lead to social isolation, anti-social behaviour issues and general lack of community cohesion.
- Customers coming from multi-stories or tenements aren't aware of or able to maintain or manage their new garden and can feel a bit insecure in the new environments. This can result in estate management issues.

With the increase in New Build sites, Wheatley Foundation developed the New Build toolkit. This toolkit was introduced to welcome and bring new communities together from the beginning, helping give the best start to their tenancy. This takes the form of informal social "Meet Your Neighbours" events for new customers. These take place in local venues with local partners including third sector attending and all new customers in the area are personally invited.

The main aims are

- For the new community to have a setting where they can meet, get to know one another and be informed about the local services, advice and facilities that are available to them. They are designed to be fun and social events to allow our customers to meet their new neighbours, make new friends and start to build a network. The events are free with food and drink provided and activities and entertainment for kids. Local organisations are invited to help new customers integrate into the existing community.

- To give staff the opportunity to chat informally to their new tenants, build relationships and provide information on the range of services that tenants could benefit from, from employability support to fuel and money advice. New Build contractors and manager also attend events to assist with any questions about the new homes or snagging issues.

Events are planned in conjunction with local housing staff and partners to get an idea of local priorities, taking into account what kind of event would appeal to the age/household profile of the residents. For example if there are a lot of families the event would be planned around activities and entertainment for children.

Throughout 18/19, there were 6 events held including a Burns Supper, a summer barbeque and a fireworks night. All events have been very successful with good attendances from customers and local partners. 3

more events will take place with more planned as customers move into their new homes. This activity will continue and develop to support the Group's ambitious new build programme over the coming years.

After our Burns Supper, staff reported back that there were high levels of requests for fuel advice, 4 people got signed up to our online services platform and there was a lot of interest in our internal training placements. Having these events allows our staff to address these requirements as early as possible, and helps them work supportively with our customers at an early stage.

Meet Your Neighbours events are a new and innovative way to tackle the issues that some new build communities face such lack of community cohesion and improves customer awareness of what services are available to them.

Outcomes and achievements

The Foundation has organised 6 events so far with our social landlords and contractors. On average, around 40 people have attended each event. The toolkit has given our housing staff the chance to engage early with customers, identify any support requirements and begin to build a trusting relationship.

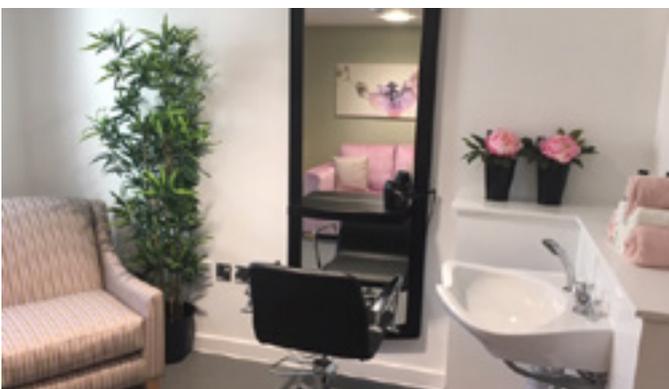
As an example, in Dougrie Drive, Castlemilk an event took place on the grounds of the new amenity flats that had been built for older tenants. The Foundation organised an afternoon tea with the local primary school coming to sing songs for the residents. Around 50 tenants were in attendance.

One tenant said "It was really good to meet everyone. We all thoroughly enjoyed the day. It was good to have a chat with the people who live here and get to know each other. I think we are a really strong community already. We look out for each other. I just love living here."

Councillor Stephen Dorman said "I think it's a good idea - it's a first. It's an initiative that should be taken forward by other organisations"

Glasgow Housing Association

415 living well innovation hub



Statement of support

The overall aim of the project is to tackle social isolation and deliver services to elderly social housing tenants through a hub based model, by drawing in multiple service providers in a state of the art facility. This is backed up by the recommendations in the

Scottish Government's 'A Connected Scotland' report (2018) which promotes health and wellbeing and tackling social isolation.

The 415 Livingwell Innovation Project in Nitshill, delivered by Wheatley group subsidiaries - GHA and their care arm Loretto, offers the opportunity to embed new ways of service delivery through creating an innovative model of housing and care for older people.

This project combines the physical change of a multi-storey block by creating a hub area which brings together health, social care and housing services. The hub is also accessible to other older persons in the wider community.

By using technology and other support services provided by GHA, this enables customers to develop resilience and build networks which allows them to live independently in their homes for longer.

GHA is a customer led organisation, putting them at the heart of all decisions. Our innovative 'Think Yes' approach has created a unique and impressive customer focused culture, tailoring solutions to individual tenants' needs and aspirations.

The 42 elderly tenants residing with 415 Nitshill Road with the average age of 70 have helped to shape this unique project and the services and facilities provided.

The project has undergone an extensive renovation and redesign creating a hub on the ground and first floor of this multi-storey building.

On the ground floor a bright, digitally enabled and welcoming reception area has been created with a garden room, which has led to a gardening club, allowing them to develop horticultural skills and put them to use all year round.

The area has free Wi-Fi access and digital equipment with useful information. A flexible and multi-functional space on the first floor has been created that incorporates a laundry, resident's lounge, kitchen and dining area, a visitors suite, and a wellbeing suite including a hairdressing and fitness facility.

Our customers have been delighted with the refurbishments of the building and the new services available to them.

The Community Engagement Service delivered through our Community Engagement Officer, Housing Officer, Lorreto Community Engagement and Activity Co-Ordinator and concierge staff is aimed at working

with our vulnerable older customers who are most at risk from admission to higher cost care settings faced with social isolation and mental health.

As a result our customers have access to a number of engagement opportunities including IT classes, bingo, chair aerobics, board games, Cinema Club, afternoon tea and line dancing. This service supports better joint working with our health and social care partners.

The specially developed virtual treadmill and touch screen notice board helps customers to be digitally connected. With access to ipads customers can self-manage their own health needs by accessing relevant services and other benefits such as communicating with friends and family.

As part of the project a demonstrator flat was fitted with the latest assistive technology, smart-screen technology and telecare equipment which included remote monitoring equipment accessible to families and carers which conveys information around activity, heating and lighting levels and detection devices to alert and minimise the damage caused by smoke, fire and water.

The flat provides opportunities for individuals to use equipment that provides a simulation of a cognitive, visual or physical impairment allowing them to see how the technology can improve daily living within the home. Approximately 2,500 customers, prospective partners and staff have visited the flat or accessed the services.

Outcomes and achievements

Customer satisfaction between 2017 and 2018 increased across all measures which are independently verified by BMG.

- Satisfaction with overall service from 91% to 95%
- Management with the neighbourhood you live in from 83% to 98%
- Satisfied with the quality of your home from 79% to 95%
- Opportunities given to participate from 75% to 96%

This project has not only improved customer satisfaction but also the lives of our customers and wider community we have seen an increased demand for these properties and tenancy sustainment is currently at 100%.

We have also received external accreditation through our 5 star Keep Scotland Beautiful assessment and seen a number of delegates from around the world come to visit this innovative approach and to take back learning, this has varied from Senior Officers and elected members from Glasgow City Council to Japanese Delegates from Stirling and Glasgow University.

"I was down at the office 6/7 month ago looking to be moved out of 415 as I felt isolated and very lonely but I spoke with my housing officer and he explained about the up and coming activities. I'm so glad I stayed put because I love everything that's now going on in 415 and no longer feel lonely" Customer, 415 Nitshill Road

Wheatley Group

Livingwell service and Alertacall



Statement of support

The challenge

Wheatley Group ('Wheatley') is Scotland's leading housing, care and property management group.

On the 1 April 2018 Glasgow Housing Association, Loretto Housing Association and Cube Housing Association (all part of Wheatley group) launched a new Livingwell service for older tenants to replace their previous sheltered and very sheltered services.

Unlike the previous sheltered and very sheltered services, the Livingwell service does not provide housing support to tenants but is designed to enable and support older tenants to live safe, well and independently in their homes.

The Livingwell model comprises a series of different services and offerings including: contact when it suits tenants, a flexible and personalised service with staff or volunteers on site 7 days a week, a wide range of social activities, volunteering opportunities and the introduction of new technology.

Wheatley recognised that the introduction of new technology as part of their new service model would be met with concern and some resistance from tenants and their family members and sought to address such concerns by ensuring the technology was; easy to use, reliable, friendly, flexible and cost effective.

Housing Proactive - an innovative solution

Central to the introduction of new technology, as part of the new service model, was the inclusion of Housing Proactive from Alertacall.

Housing Proactive is an innovative service which increases contact between housing providers and their customers - the service was installed in over 1,000 Wheatley properties across Glasgow.

Housing Proactive combines innovative technology and a highly trained team specialised in communicating with vulnerable groups and older people. All team members receive training in mental health, suicide, and dementia awareness.

Tenants routinely engage with a range of devices specially developed by Alertacall, including telephones, mobile hubs and touchscreens (enabling better digital inclusion). Devices all have an OKEachDay button - technology also pioneered by Alertacall.

Wheatley tenants are encouraged to press the OKEachDay Day button to collect news and important information from Wheatley and confirm everything is ok in relation to their property or tenancy.

If tenants fail or forget to press by an agreed time of their choice, Alertacall team call them to ensure that everything is ok with their property. The service gives tenants the option to speak to someone on a daily basis which in turn can help to reduce loneliness and promote independence.

The service operates 365 days a year, which is positively viewed by tenants who now have contact at the weekends.

Data around service interactions is recorded and made available in real-time via secure online reporting to Wheatley.

Daily contact over many years has provided millions of data points from which Alertacall bases its Artificial Intelligence. This AI tracks how customers interact with the service, and can detect that an individual's housing needs might be changing and helps housing staff to identify at an early stage if customers require additional help or support.

Value for money

Housing Proactive has a low weekly fee per property without any set up, maintenance or capital costs. Where a service charge has been levied in sheltered housing in order to recover the cost of the service, the responsible local authority has deemed the service charge eligible to be met by housing benefit.

Alertacall even undertakes research on customer satisfaction at its own cost.

There is no hard wiring of the system, thus reducing the maintenance impact and cost for Wheatley.

Outcomes and achievements

Part F: Outcomes and achievements

April 2018- March 2019:

- Increased tenant interactions -221,609 button presses confirming everything ok at tenant properties
- Daily contact
 - Over 1,000 hours of staff time saved
 - Reduced social isolation
- Messaging
 - Easier and quicker communication delivered through automated messages
- Hotline repairs button
 - Easy and quick access to Wheatley's 24/7 Customer Services Centre
- Management Reporting
 - Greater insight into changing needs
 - Improved resource planning

Alertacall has proven very popular and successful, Wheatley and Alertacall believe a true measure of success is best demonstrated through customer satisfaction and feedback;

"I really love the OKEachDay service"

"Thank you so much for looking after my Mum whilst we were away - we couldn't have wished for a better service"

"I can't believe that you send out birthday cards to people, what a lovely surprise!"

Key outcomes

"Housing Proactive is integral to our Livingwell service. It's easier for tenants to report repairs and daily contact helps identify issues earlier."

"The messaging functionality is excellent and has improved tenant communication. Tenants have more flexibility in how they engage with us, and by reducing workload staff are able to focus on other important tasks."



CIH SCOTLAND 2019

MARGARET VASS AWARD FOR EXCELLENCE IN FRONTLINE HOUSING

AWARD

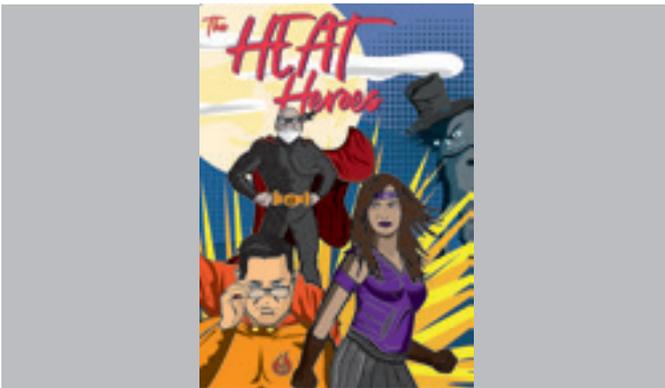
Sponsored by:



This award celebrates the achievements of individual housing officers. The winner will have excelled in the management and delivery of everyday tasks which are too often overlooked but are essential to the success of social housing providers.

Hillcrest Homes

Suzanne Mailer



Statement of support

Suzanne Mailer is a Housing Assistant with Hillcrest Homes. She has been with the organisation since November 2003, and became a Housing Assistant in February 2007.

Suzanne is the type of Housing Assistant who often goes above and beyond for her tenants; she is conscientious and committed to her job. Tenants find her extremely approachable and she regularly receives compliments for what she does.

She is an extremely efficient Housing Assistant - she arranges and carries out allocation interviews in a timely fashion liaising with the relevant Local Authority where required, and if any issues arise, Suzanne addresses these quickly and will involve any other agencies where required. Our Local Authority colleagues have commented "how well we work in partnership together".

Suzanne has also been involved with one of our more senior tenants who recently turned 100 years old. Suzanne felt this could not go past without acknowledging this significant birthday and asked if we could mark the occasion. As a result of this the tenant received a gift voucher for gardening supplies for which he was delighted.

Suzanne is always keen to learn and has adapted to new ways of the working with a communal work tray. She was one of the early exponents of using our housing management system, QL, where she was able to put suggestions forward to ensure that Hillcrest got the best out of this system.

Fiona Bennett started at Hillcrest as a temporary member of staff. Suzanne adopted a mentoring role for Fiona and provided her with all the training and support which resulted in Fiona applying for a Housing Assistant post to which she was successful at interview.

Fiona commented "Although I have only worked with Suzanne since May 2017 it is clear that she has a wealth of knowledge relating to housing management matters, ranging from rent account enquires to providing guidance to ongoing anti-social behaviour issues within Hillcrest Homes developments.

Suzanne is an exceptionally knowledgeable and efficient housing practitioner to work with. She takes a proactive approach in all areas of her work, and has always undertaken diligent efforts to resolve any issues prior to getting further help and advice from Housing Officers. It is clear Suzanne takes a pride in every part of her work and really does put the tenants at the heart of all that she does.

Outcomes and achievements

Suzanne undertook a secondment as a Housing Advice Officer, where she line managed Housing Assistants as well as undertaking a Housing Officer role covering the St Andrews area.

Suzanne welcomed the challenges of this role, which is where her leadership skills began and have gone from strength to strength. Suzanne is a valued member of

the team, most recently Rob the Operations Manager was asked by one of the Business Assistants to be shown QL processes and without giving it a second thought Rob picked Suzanne as she is "one of the most experienced Housing Assistants within Hillcrest".

Hillcrest Homes

Louise Errington



Statement of support

Louise Errington is a housing officer with Hillcrest Homes and has been a housing officer since 2010.

Louise is the type of officer who will often go the extra mile for her tenants - she is conscientious and committed to her job. Tenants find her extremely approachable and she regularly receives compliments for what she does.

She is an extremely efficient officer, she is diligent in pursuing rent arrears, she will follow up cases in the expected timescales and goes out of her way to call on tenants outwith normal office hours if there is a better chance of getting them in at that time.

She regularly deals with anti-social behaviour cases and receives praise for her approach - she addresses these quickly and sensitively and will involve a range of other agencies where this is required. For example, recently she was involved in dealing with a vulnerable tenant who was being moved to more suitable accommodation after being taken advantage of by some of our other tenants. This involved a

multi-agency approach to get a positive outcome for the tenant, and was praised by the local Safer Communities team as "a great piece of joint working with a lot of people going over and above the norm."

Louise has also been involved with some of our more challenging tenants - In the case of a 90 year old hoarder, she liaised with the tenant to ensure that his house was cleared and cleaned and then on-going support was provided to him by a local support provider.

Similarly, with another tenant who has mental health issues and a habit of disposing of waste inappropriately, she has been slowly building up trust with the tenant so that support agencies can begin to address his behaviours.

Louise is always keen to learn and has adapted to new ways of working. This resulted in a communal work tray between the 3 Housing Officers. Louise welcomed this change and put suggestions forward to make it even more streamlined, thinking about the tenants and how this would work for them.

Louise was also was one of the early exponents of using our housing management system, QL, on a mobile tablet when out on housing visits.

Karen Cleland, Area Manager commented "I have worked very closely with Louise for just over a year on all housing management matters, ranging from rent arrears cases to managing anti-social behaviour issues within Hillcrest's housing developments.

Louise is an exceptionally knowledgeable and efficient housing practitioner to work with. She takes a proactive and flexible approach with all her cases. Louise is held in high regard from our tenants, as she puts them at the heart of everything she does securing the desired outcome for Hillcrest and tenants."

Outcomes and achievements

The Hero of Housing Award criteria was individuals whose contribution has been outstanding including the delivery of housing including matching prospective tenants to their ideal houses and helping them maintain their tenancies.

At this year's staff conference Louise won this award for always going above and beyond and doing extra with not only Hillcrest tenants but stakeholders and external agencies.

Most recently Louise has been acting as Area Manager in the Perth Housing Team and received praise for the hard work and dedication she put in to this challenging role. Louise is looked up to by her colleagues and she is a key member of staff for Hillcrest Homes.

Berwickshire Housing Association

Marion Rayner



Statement of support

Marion Rayner has been employed by Berwickshire Housing Association since April 2010 and had previously been employed by Scottish Borders Council as a Welfare Benefits Assistant during which time she was involved in projects around Child Poverty dealing with the most financially and socially deprived areas within the Scottish Borders and a Homeless Project to reduce the amount of monies owed to the Council.

Quote from Chief Executive

"Marion is a unique and exceptional member of the staff. She is a quiet leader, better informed than most on the complexities of Welfare benefits and the legislation surrounding it. She will not rest until she has solved a problem for a tenant and her track record in championing tenants and winning tribunals is exceptional. She is determined, rational, steadfast and passionate. She believes in the eradication of poverty and empowering people through removing their money worries. She has a loyal team around her who love their work and the culture and commitment that Marion brings."

Marion is very diligent, extremely knowledgeable, talented and dedicated.

When Berwickshire Housing Association set out to deliver financial inclusion we couldn't have imagined how in demand this service would be. Steadily over the years the service has grown to meet demand and Marion has led this.

Marion has ensured BHA are well informed on welfare reform. She has kept the company informed on every development and what it will mean to us, how it has an effect and what we can do.

She produces easy to understand documents for our customers, she looks at our customer profile and contacts people before changes effect them to help put measures in place and provides accurate, detailed stats keeping us informed.

Marion has helped so many of our tenants since she came here. She always goes the extra mile and when she knows a decision by DWP is wrong she takes it as far as it can go leading tribunals and supporting the customer through the process. Customers are almost always very grateful to Marion for her help but there are odd occasions when they are not and can be quite abusive or rude.

Marion never lets this deter her from providing the service to ensure the customer gets what they are entitled to. Her head is always looking for the next political updates, case law and changes so her team stay a step ahead and she has developed the team in their knowledge helping to grow the service.

Some of Marion's outcomes for customer have simply been life changing.

Outcomes and achievements

Marion and her small team were already providing a fantastic service to our tenants but in 2014 Berwickshire Housing Association were successful in receiving funding for £568,213 for a period of five years as part of a Scottish Borders wide investment from the National Lottery's Investment in Communities fund to assist tenants across the local community to access more services to help with financial worries.

During this time 2,046 tenants of BHA, SBHA and Waverley were helped by advisers to open bank accounts, prioritise their bills/debts, make savings

on food and lifestyle costs, reduce home energy bills, work out a personal budget and maximise their income through benefit claims. The project helped secure a total of benefit gains worth £2,414,501.66.

Since Marion has been involved within the Financial Inclusion Project here at Berwickshire Housing Association she has personally dealt with over 1,000 referrals, managed 30 tribunals or appeals (21 of which were upheld)



CIH SCOTLAND 2019

EXCELLENCE IN HEALTH AND WELLBEING

AWARD

Sponsored by:



This award recognises excellence in the areas of fit for purpose housing, adaptations and preventative services. Shortlisted submissions have demonstrated how they contribute to the National Health & Wellbeing outcomes and have improved outcomes for their customers.

Berwickshire Housing Association

BHA Befriend



Statement of support

BHA BeFriend launched in August 2012 through Comic Relief & National Lottery funding for a three year project to support, help and encourage isolated people who are over 55 who live in Berwickshire and Kelso. Since its inception the project has gone from strength to strength every year. This is reflected in the growing demand for the service.

Our dedicated BeFriend volunteers visit people who are lonely and isolated, offering companionship, a simple chat, or a chance to go out for a coffee and a walk round the park. The people we visit really feel the benefit, both in their physical and mental wellbeing. We always try to make matches between volunteers and older people based on their individual personalities, interests, hobbies, lifestyles and family circumstances.

We have introduced people to other organisations that might either be able to help them or that they might get involved in. Such as our positive relationships and networks throughout Berwickshire, we aim to support and sustain the services around us that the people we support value and enjoy.

As well as one-to-one befriending, we also offer the chance to attend our get-togethers, where people can enjoy a chat and a brew (cake included!). People who attend the group befriending sessions enjoy the chance to socialise in a smaller group than those offered by other organisations, they are also introduced to a number of arts, crafts, and exercise activities, which, some have continued at home. BeFriend enjoys excellent attendance to our group sessions, with a schedule of organised activities across many local communities including such things like crafts, small concerts, quizzes, and boccia.

The core activity of one to one, face to face befriending continued throughout this year, which is now in its seventh year. Positively, referrals to the project come from a variety of sources such as our housing officers, our sheltered housing staff, social work, the local authority learning disabilities service, doctors and district nurses. This only serves as to reinforce the collective appreciation across a number of key partners as to the value of our Befriend service to its people.

The BeFriend volunteers attend two induction training sessions. The sessions include basic first aid, adult safeguarding, health & safety, and boundaries. These sessions are intended to introduce volunteers to the project and to give them some confidence when dealing with the demands of the role and any emergency situations that might occur.

In the past year, volunteers have also attended a session on mental health in older age and communicating with people who are deaf or hard of hearing. They continue to be offered a range of training presented by professional trainers.

The team has now grown to include a BeFriend Project Co-ordinator Two Project Workers and Administrative support.

They are now proud to boast 72 older people registered with us, which includes 21 new service users were registered in year 3. 32 of our people are receiving visits, 28 are attending groups (including 7 who do not want a one to one befriender).

Outcomes and achievements

Outcome 1 = More vulnerable older people remain living independently at home for longer.

32 vulnerable older people feel less isolated in their own homes

32 vulnerable older people report feeling safer than they did previously, living at home

10 vulnerable older people have accessed help by third parties with practical and personal tasks, which support their independent living

32 vulnerable older people report feeling more confident about living at home.

Outcome 2 = More vulnerable older people have new social connections and feel less lonely.

39 vulnerable older people report that they are involved in more social interaction

39 vulnerable older people report that they feel less lonely

20 vulnerable older people report that they feel more connected to their community

34 vulnerable older people take part in activities outside their home.

Some quotes from the BeFriend Service Users :

'My volunteer is charming and has become a firm friend, I would miss her if I lost her'

'Everyone at the BeFriend Project have gone out of their way to make me feel part of life again'

'I would have no social interaction if it wasn't for BeFriend'

Quotes from BeFriend Volunteers :

'Keep up the good work, I love volunteering for the project, it is very rewarding'

'I volunteer at the group BeFriending, it's been great to see total strangers who have over the months formed friendships and they seem to have clearly got a lot out of this and that in turns makes any volunteering I have done worthwhile'

'Over the past seven years I have befriended two amazing older people. The richness of their lives and their stories has enriched mine. I was honoured to become their friend and to see them both to the end of their lives. I cannot tell you how much it meant for a lonely person to have a friend.'

Queens Cross Housing Association

Queens Cross Wellbeing Service for people 60+



Statement of support

In 2018, following the withdrawal of funding for sheltered housing support in Glasgow, QCHA was awarded funding by Glasgow Health & Social Care Partnership to pilot an innovative, new intervention and enabling service for older people.

QCHA wanted to evidence the important role that Housing Associations can play in delivering the National Health & Wellbeing outcomes - "helping people to look after and improve their own health and wellbeing and live in good health for longer" and "helping people to live independently and at home in their community".

Housing Associations have strong reputations and are trusted by both their residents and partner agencies. They bring with them a wealth of assets that support the delivery of these outcomes including the ability to provide high quality accommodation, supply furniture and carry out adaptations as well as accessing a network of useful support agents such as benefit experts and social activities.

The traditional sheltered housing model delivers support to older people but tends to be building centred. Service users are all tenants and access is often underpinned by aspiration to live in the building associated with poor mobility. The availability of support is not always the key driver at the point of access.

QCHA used our "Getting To Know You" customer profile data to evidence that our sheltered housing service was providing support to:

- significant numbers of older people with high or critical support needs that were known to Social Services and already received additional care at home services (20%)
- even higher numbers of older people with critical support needs that were unknown to Social Services and would struggle to remain independent without support.
- Around 60% of the tenants had moderate to high support needs that would increase periodically.

In effect only 20% of our sheltered tenants presented with low level support needs.

We were also able to evidence across the Association's mainstream tenants that a significant number (1500 tenants over 60) had health conditions and may require support to live independently.

QCHA identified that with remodelling, our service could be better targeted and reshaped its Older People's service to deliver:

1. a Retirement Housing service for older tenants of the Association requiring enhanced housing management to help them maintain their tenancy
2. a tenure neutral Intervention and Enabling service to provide a rapid response service in times of crisis or when high / critical health and support needs are identified. The service lasts for up to 6 weeks to allow recovery or long term support to be arranged.
3. a Community Connector service to proactively engage older people connecting them to activities and the intervention service (tenure neutral)
4. a Health & Wellbeing Activities Co-ordinator to encourage older people to connect with their community, tackling social isolation and helping to identify when an older people may need additional preventative support.

A successful first year has highlighted:

- the number of older people who have no-one to support them when their health deteriorates (either no family remaining or none locally)
- successful hospital admissions and discharges can be facilitated with a flexible intervention service
- more people will attend GP appointments / follow up appointments with the right support
- gaps in available services that our intervention service has been able to fill (if people are unwell how do they collect a prescription)
- effective promotion has ensured partnership with referrals across health and social care as well as from the fire service and police.
- short term interventions promote longer term independence

Funding has been confirmed for a second year to develop and embed the model which we have expanded to neighbouring Associations.

Outcomes and achievements

We were able to evidence the model meeting the National H&W outcomes and funding was awarded for a further year;

Our first year 2018/19 - Average - 5 months of year 2 (per month)

- 39 timely hospital discharges - 3 per month - increased to 5
- 160 prescriptions collected - 13 per month - still 13
- 140 people supported to hospital / physio appointments - 11 per month - increased to 16
- 83 people supported to GP appointments - 7 per month - increased to 12

Case study:

James age 80 broke his leg in a fall in this third storey home and was admitted to hospital overnight. We received a referral from James' nephew distressed because James was to be discharged but it had become apparent James was not coping at home and his home was in a poor state and not fit to return to.

We were able to provide guest room accommodation for James and intervention support that allowed him to be discharged immediately.

After 3 weeks James' key worker persuaded him to move to ground floor accommodation to ensure his longer term independence.

Without our intervention James could not have been discharged to his third floor flat which was in a poor condition.

North Lanarkshire Council

Ageing Well in Place



Statement of support

Ageing Well in Place - Transformation of Older People's Services

North Lanarkshire Council's Ageing Well in Place project led by the Transformation of Older People's Services (TOP) team has excelled in improving the health and wellbeing of older people across communities in North Lanarkshire. Recognising that older people are diverse and have a broad range of differing housing aspirations and needs which will continue to change over future years the TOP team sought to understand better the key issues facing older people both now and in the future to help transform older people's housing services providing sustainable, high quality housing and support services that meet the varied needs of older people across communities, capitalising on the knowledge and lived experience of older people.

The key issues were:

- Varied range of older people's housing stock, some purpose built and suitable for older; people and other stock general needs re-designated as older people's stock with accessibility limitations;
- Mixed demand for older people's housing, with low demand for re-designated stock and higher demand for purpose built;
- More older people with complex needs supported at home through greater range of intensive home support services and enhanced provision of technology;
- Differing housing aspirations and needs of older people with future changing landscape;
- Expectations of services often based on historic service provision focussed on a 'doing for' culture rather than an enablement approach which promote independence;
- Constrained resources but larger than ever third sector engagement and supports;
- Changing landscape in health and social care.

What we did:

- Carried out the largest housing service consultation and involvement exercises undertaken by the authority;
- Over 2,500 postal surveys, 59 large scale tenant briefings, dedicated hotline, email and website with direct access to the TOP team, social media promotion, 30 presentations, one to one individual meetings with tenants, families and carers, locality roadshows, conferences, and events;

- Held specific focus groups for owner occupiers to better identify housing aspirations and needs;
- Created a fully collaborative TOP team in equal partnership with all partners, health and social care, housing, community alarms, providers, and local people (co-production group) to lead and progress the review of older people's housing and support services – unique in its fully collaborative approach to transforming older people's housing;
- Transformed the traditional model of sheltered housing to provide a range of housing options (sheltered plus, retirement and amenity) for older people which better caters for differing needs, is aligned with redesign of home support services, supports and fits with self-directed support for older people in a group housing setting, harnesses technology and makes best use of resources in meeting needs;
- As parallel work streams identified the need for increased awareness for staff, individuals, families and carers in technology. Developed a technology flat in a sheltered housing complex providing an opportunity to see and test technology in a real home setting;
- Identified a range of improvements for sheltered plus, and building on work already carried out dementia design have commenced a large scale refurbishment of 7 sheltered plus complexes which will see significant improvements to the built environment to help overcome the environmental challenges that older people and people with complex needs face;
- Reviewed our allocation policy for older people's housing and introduced a revised new allocation policy which better matches older people to the most appropriate housing option, providing choice, flexibility and sustainability;
- Rolled out other key initiatives which could improve outcomes and quality of life for older people, such as the Care About Physical Activity (CAPA) programme, initially a pilot now mainstreamed and 'Adapting for Change' an initiative to help encourage an early housing conversation, identifying triggers and solutions to prevent crisis.

Outcomes and achievements

Ageing well in place has ultimately achieved a wide scale transformation of how older people are supported across older people's housing. Working in partnership with key partners and stakeholders the TOP team have revolutionised the way in which older people, families, carers and services view the best ways to meet older people's needs.

Harnessing the very latest developments in technology and research the TOP team has led in the promotion of independence and enablement of older people changing mind-sets and challenging deep rooted attitudes to help communities as a whole think about older people differently.

Other specific outcomes achieved were:

- Reduced reliance on intensive and paid supports
- Older people with more complex needs supported at home for longer

- Enhanced integration across housing, health and social care
- Innovation in integrated approach to review housing services resulting in a new model for future projects
- Improved quality of life, independence, health and wellbeing, and confidence amongst older people
- More accurate targeting of resources, incorporating better use of third sector and natural community supports to create stronger, more cohesive and resilient communities

Ageing well in place is innovative and progressive because of its broad holistic scope and true coproduction approach between partners to achieve substantial change in both service provision, mind sets and attitudes.

East Lothian Council

Wellwynd Hub



Statement of support

The project that we are nominating for this award is the Well Wynd Hub, which is an innovative approach that was initiated by the Council's Housing Service and which brought together Occupational Health, Physiotherapy and Telecare Teams. The Hub is an exciting project which has transformed the services provided to tenants and customers who require occupational therapy, and housing interventions. The ultimate aim of the project is to avoid functional decline, reduce the needs on services, engaging people with increased levels of activity and supported self-management.

The Housing Service brought about this opportunity for the partners to use the Well Wynd Hub which is a 4-apartment council property in Tranent which was previously used as a Warden's flat within a sheltered housing complex. The flat was converted in to a homely environment which includes a variety of equipment and adaptations which can be used to help assess an individual's needs. For example there is a bathroom with a wet floor show area, profiling beds, 'Closomats' small aids and a range of Telecare equipment for people with more complex needs.

The Hub provides weekly clinics with the Occupational Therapy team offering a service three days a week and this will be rolled out across the county, allowing more and more people to access this unique service at the point of need. We also provide awareness sessions or Telecare and Technology Enabled Care (TEC) to support staff to find effective, individual solutions for assisting tenants and customers with their everyday activities. We want to trial mainstream Smart

Technology to identify the potential to help support people and provide demonstration and impartial advice.

Have used an innovative approach(es) to solve a particular housing problem

The Well Wynd Hub is a fully adapted and resourced house which can be accessed by staff and tenants/ customers with a view to improving awareness of, and access to, assessment, training and support for vulnerable adults and older people. The Project links directly with a wide range of policy drivers including:

- East Lothian Health & Social Care Partnership's Strategic Plan 2019-2022
- East Lothian Partnership's East Lothian Plan 2017-2027
- The Council Plan 2017 - 2022
- Scottish Government, A Delivery Framework for Adult Rehabilitation in Scotland 2007
- Active & Independent Living Programme (2016-2020)
- The Digital Health & Social Care Strategy (2018)
- Carers Act (Scotland) 2018
- National Dementia Care Delivery Plan (2016)
- Health & Social Care Delivery Plan (2016)

These drivers all promote, early intervention, prevention, self-management and the empowerment of individuals for active and independent living.

The Team behind the Well Wynd Hub are delighted to now be able to deliver a service at the earliest point of need. The upskilling of staff to consider technology at a much earlier stage than previously in an attempt to make care more sustainable by freeing care to target those who are most in need and allow tenants/ customers much more control over their environment and care needs.

Outcomes and achievements

We believe that this project and model of partnership working is providing a fully integrated approach to service delivery and is the first of its kind in Scotland. We have in place a fully equipped property where we are able to assess tenants/customers' needs and work with them to find solutions to help them overcome the mobility issues and difficulties they are experiencing. The property also has an array of Telecare and TEC equipment for example, Alexa's / Google Home and smart plugs etc. This offers an added dimension to the clinic provision as we can provide advice and support in getting people to think differently about technology solutions to manage more independently at home. This service includes:

- Joint assessments with Community Housing Officers to assist in medical awards
- Joint assessments with Physiotherapists offering comprehensive assessments which helps with the tenant/customer journey
- Staff measure the persons' performance/ personal outcomes and review their activity after approximately 6 weeks
- The Ots undertake joint work with Telecare staff to help identify TEC solutions for tenants/customers
- Social prescribing is promoted to include a wide range of community resources and services for example, exercise groups at leisure centres, HILDA etc. which promotes a self-management approach to support good health and well-being

We initially set up this service in November 2018 and ran it as a trial clinic, we evaluated the service on a weekly basis and were given permission to change the service as it evolved. This has resulted in the service being improved which has resulted in improved satisfaction from service users.

We have demonstrated an improvement in personal and functional outcomes, we have reduced the cost in service provision and waiting times for Occupational Therapy. This had led to evidenced reduction in occupational therapy waiting times, increase awareness of staff in technology and its application.

There have been a number of statistics that we have recorded from the outset of the project to make sure that we achieved our goals and outcomes. We have evidence to demonstrate that:

- We are able to assess on average an additional 39 people per month
- The estimated annual saving based on average of 39 clients per month = £57,096.00
- We have evidence that 87% of people attending the clinic have improved personal and/or functional outcomes
- In April 2019, we carried out a combined total of 58 assessments and review on top of existing work
- The Occupational Therapy waiting list has reduced by 23%, from 421 to 322 since January 2019
- The Hub has been successful in demonstrating Telecare and Smart Technology in a working environment and assisted in reducing anxiety from individuals and their carers during transition into their own properties. The use of Technology has allowed greater independence and a reduction in care hours
- A rolling programme of Telecare/Smart TEC awareness sessions for all frontline staff in particular care staff, social workers, Health Professionals, Housing Officers and District Nurses started in April with a maximum of 10 attendees per session. Evaluation indicate 100% would recommend this training to others and as a result had increased confidence in this area.

We are currently highlighting this innovative service around East Lothian and have been asked by the Royal Infirmary of Edinburgh to present our service and have also presented to local GP practices and other health services. We have had a number of open days inviting staff from East, Midlothian and Edinburgh Councils who have visited along with Deaf Action and RNIB who have been keen to learn how we develop and collate our statistics and outcomes. The Well Wynd Hub has surpassed our expectations, we will continue to allow the service to evolve and develop to meet ever changing demands.

Glasgow Housing Association

415 living well innovation hub



Statement of support

The overall aim of the project is to tackle social isolation and deliver services to elderly social housing tenants through a hub based model, by drawing in multiple service providers in a state of the art facility.

This is backed up by the recommendations in the Scottish Government's 'A Connected Scotland' report (2018) which promotes health and wellbeing and tackling social isolation.

The 415 Livingwell Innovation Project in Nitshill, delivered by Wheatley group subsidiaries - GHA and their care arm Loretto, offers the opportunity to embed new ways of service delivery through creating an innovative model of housing and care for older people.

This project combines the physical change of a multi-storey block by creating a hub area which brings together health, social care and housing services. The hub is also accessible to other older persons in the wider community.

By using technology and other support services provided by GHA, this enables customers to develop resilience and build networks which allows them to live independently in their homes for longer.

GHA is a customer led organisation, putting them at the heart of all decisions. Our innovative 'Think Yes' approach has created a unique and impressive customer focused culture, tailoring solutions to individual tenants' needs and aspirations.

The 42 elderly tenants residing with 415 Nitshill Road with the average age of 70 have helped to shape this unique project and the services and facilities provided.

The project has undergone an extensive renovation and redesign creating a hub on the ground and first floor of this multi-storey building.

On the ground floor a bright, digitally enabled and welcoming reception area has been created with a garden room, which has led to a gardening club, allowing them to develop horticultural skills and put them to use all year round.

The area has free Wi-Fi access and digital equipment with useful information. A flexible and multi-functional space on the first floor has been created that incorporates a laundry, resident's lounge, kitchen and dining area, a visitors suite, and a wellbeing suite including a hairdressing and fitness facility.

Our customers have been delighted with the refurbishments of the building and the new services available to them.

The Community Engagement Service delivered through our Community Engagement Officer, Housing Officer, Lorreto Community Engagement and Activity Co-Ordinator and concierge staff is aimed at working with our vulnerable older customers who are most at risk from admission to higher cost care settings faced with social isolation and mental health.

As a result our customers have access to a number of engagement opportunities including IT classes, bingo, chair aerobics, board games, Cinema Club, afternoon tea and line dancing. This service supports better joint working with our health and social care partners.

The specially developed virtual treadmill and touch screen notice board helps customers to be digitally connected. With access to ipads customers can self-manage their own health needs by accessing relevant services and other benefits such as communicating with friends and family.

As part of the project a demonstrator flat was fitted with the latest assistive technology, smart-screen technology and telecare equipment which included remote monitoring equipment accessible to families and carers which conveys information around activity, heating and lighting levels and detection devices to alert and minimise the damage caused by smoke, fire and water.

The flat provides opportunities for individuals to use equipment that provides a simulation of a cognitive, visual or physical impairment allowing them to see how the technology can improve daily living within the home. Approximately 2,500 customers, prospective partners and staff have visited the flat or accessed the services.

Outcomes and achievements

Customer satisfaction between 2017 and 2018 increased across all measures which are independently verified by BMG. Satisfaction with overall service increased from 91% to 95%

This project has not only improved customer satisfaction but also the lives of our customers and wider community we have seen an increased demand for these properties and tenancy sustainment is currently at 100%.

We have also received external accreditation through our 5 star Keep Scotland Beautiful assessment and seen a number of delegates from around the world

come to visit this innovative approach and to take back learning, this has varied from Senior Officers of the Health & Social Care Partnership and elected members from Glasgow City Council to Japanese Delegates from Stirling and Glasgow University.

"I was down at the office 6/7 month ago looking to be moved out of 415 as I felt isolated and very lonely but I spoke with my housing officer and he explained about the up and coming activities. I'm so glad I stayed put because I love everything that's now going on in 415 and no longer feel lonely" Customer, 415 Nitshill Road

CIH SCOTLAND 2019

PROFESSIONAL SERVICE PROVIDER OF THE YEAR AWARD



Sponsored by:



This award recognises organisations who provide an outstanding professional service to the housing sector.

North Lanarkshire Council

Community Safety - CCTV Services to Housing



Statement of support

Town Centre Activities Ltd (an ALEO) launched in 2010 and a key objective of the service was to be a centre of excellence for CCTV monitoring services championing community safety, providing a safe community and creating "the place to Live, Learn, Work, Invest and Visit".

Initially there were 27 employees and 305 public space cameras tasked with keeping the 337,950 population of North Lanarkshire safe. The major client was the Council's Housing Service; the largest LA landlord in Scotland with a stock of 36,834 properties consisting of high rise towers, flatted accommodation, cottage-style and houses.

Initially the CCTV service concentrated on town centres and housing estates then expanded to 27 tower blocks covering entrances, foyers and lifts enabling lift alarms to be remotely monitored and allowing 2-way communications in emergencies. In 2012 the service evolved with the introduction of 3G mobile CCTV units to support issues identified through housing-led Local Area Partnerships and ensure effective-early-intervention to prevent, disrupt and detect those involved in antisocial behaviour (ASB).

The organisation expanded to 35 staff and 1234 public space CCTV cameras as well as internal common area Housing Service cameras and was recognised nationally, winning 3 awards: Energy Efficient Recording Solution-ColdStore; Wireless Infrastructure-True Spend to Save Transmission Solution; Investors-In-People(Gold) .

The Housing Service quickly realised the benefits of CCTV in all areas of the business and adopted a visionary "spend to save" partnership. Areas where there were high levels of void properties considered 'difficult to let', 'high turnover' or increased instances of homelessness benefited from increased CCTV provision to enhance community safety and confidence which in turn increased tenancy sustainment from 80% (2010) to 92% (2018); reduced homelessness and void rent loss costs as well as increased rental income generated which then funded growth services.

Public perception of CCTV changed to a positive outlook and became an enhanced feature to be promoted when letting properties. In 2016 CCTV expanded to cover playparks across estates, encouraging investment in play equipment to support the Time-For-Play Policy secure in the knowledge CCTV prevented vandalism and enhanced facilities for all residents; building stronger, sustainable communities.

The success of the partnership has been confirmed through satisfaction surveys reported via SSHC Indicator 17 "Overall, how satisfied or dissatisfied are you with ... your landlord's management of the neighbourhood you live in?" rising from 77% in 2013 to 94% in 2018/19.

Town Centre Activities commissioned a Public Perceptions of CCTV" survey in 2016 which illustrated

that 86% of residents believed there was the right amount or wanted more CCTV cameras, with 89% supportive of additional Council funding and crucially 84% of residents believing that crime and ASB would rise without the CCTV services and was an important element of making them feel safe in their communities.

The Housing Service also carries out satisfaction surveys with residents who have reported ASB and satisfaction rates have risen from 77% (2014) to 97% (2018/19). In 2018, a female resident (74) of a Motherwell tower said "housing helped immensely, it's really great that there is a service like this to help

and to check with the CCTV service to prove what happened and then come out to visit me and reassure me".

Due to the achievements outlined above Housing recognised and strengthened the partnership by securing Town Centre Activities Ltd as an in-house entity (2019); under the united umbrella for an all-encompassing and expanded Community Safety Hub.

Outcomes and achievements

In 2012, a £250,000 programme which installed 190 cameras in Gowkthrapple, Wishaw resulted in a 65% reduction in ASB and where previously there was 60% of stock void, within two years a waiting list was formed; resulting in £282,000 additional annual rental income generated to the housing service as well as savings of £260,000 annual void turnover costs in this one letting area alone. Due to the success of the "spend to save" philosophy, similar schemes across localities have been rolled out in areas of similar demographic profile resulting in significant savings of equating to over £1million annually to the service.

In addition to public space CCTV the focus expanded to assist with detections of missing persons (224-2018/19); supporting vulnerable adults (897 cases 2018/19) and developed technology to support vulnerable residents with dementia to remain in their homes. The CCTV service also captured 4418 incidents of interest, creating 622 evidence disks to allow instances of criminality and ASB to progress to court and avoid residents having to appear as witnesses; potentially reducing costs per case for the Service by half (approximately £5,000 to £2,000) on each occasion as the strength and volume of evidence results in quicker and undefended actions.

BOB ALLAN YOUNG ACHIEVER IN HOUSING EXCELLENCE

AWARD



Sponsored by:



Parkhead
Housing Association

The award recognises individuals who have demonstrated that they have shown passion, commitment and flair in putting the human aspects of tenant or client services first.

Irvine Housing Association

Fraser Pirrie



Statement of support

Fraser started his career with Irvine Housing Association (IHA) through the North Ayrshire Council Housing Trainee Partnership programme in 2011. As part of the programme, he spent time working in all Housing and Asset management functions.

Fraser's professionalism and motivation has been apparent from the outset, particularly his commitment to high quality customer care. These attributes enabled him to secure a permanent post in the Customer Services team, when he completed his training.

Fraser is extremely approachable, kind, and shows compassion and courtesy when interacting with customers. In 2015, he seized an opportunity to combine his interest in construction and building work with his passion, skills and experience of customer service and was promoted to Asset Services Assistant. This role enabled Fraser to support the Asset Team with their service delivery, while pursuing his professional development by studying for his HNC in Construction Management in his spare time. When he achieved an A pass at 93% in his HNC, Fraser was promoted to the role of Asset Officer.

Since joining IHA, Fraser has shown professionalism, dedication to customers and his own professional development, and support to his colleagues in ways that prove he meets the criteria for the Bob Allan Young Achiever in Housing Excellence Award.

An innovative approach to finding solutions

Fraser has proactively identified current and future challenges relating to empty and derelict lock-up garages across one of our priority estates. He has undertaken a comprehensive Options Appraisal process and Cost Benefit Analysis to assess the advantages and disadvantages of increasing our investment in the garages, compared with demolishing them to use the land for new-build housing. He has also conducted research to determine how to best consult and engage with customers who own lock-ups but are not maintaining them. This is just one example of how Fraser uses his initiative and has set a clear direction for IHA in relation to lock-up management and risk mitigation, which will kick-start a regeneration programme on one of our largest estates.

Continuous improvement of service delivery and pursuing excellence

Fraser has helped to increase awareness and reinforce the importance of delivering excellent customer service through our repairs and maintenance services. He's helped to challenge the traditional attitude that delivering excellent customer service and showing compassion and kindness to customers is a higher priority for Housing Officers and Support Staff than it is for Asset colleagues, and to embed the principles and values of excellent customer service throughout the Asset Team.

IHA has recently entered into a letting initiative with North Ayrshire Women's Aid (NAWA) through which properties are let to the organisation to provide temporary accommodation for women who have experienced domestic abuse. During a recent void inspection of one of these properties, the Support Worker identified a number of outstanding repairs that were needed before her client could move in, some of which was beyond the remit of IHA.

Fraser understood the importance of maintaining a strong, positive working relationship with NAWA and providing quality housing for vulnerable women to help them avoid returning to abusive relationships. He decided to carry out the work needed, and worked closely with our contractors and NAWA to ensure the property was suitable. He went above and beyond to deliver a high quality service for a partner organisation and the vulnerable customer moving into the property, which resulted in a compliment from the Service Manager to our team about Fraser's excellent customer service, with a personal message of thanks from the customer herself.

The Service Manager said:

"I wanted to let you know what a pleasure it has been to work with your staff. The guys out at the properties have been terrific any initial problems were dealt

with promptly by your staff, especially Fraser. His professionalism and commitment is apparent and a credit to Irvine Housing. Please pass on my gratitude."

Inspiring colleagues

Fraser's professionalism, drive, dedication and success have undoubtedly been an inspiration to his colleagues. He has demonstrated how colleagues can transition into different teams and different roles and responsibilities, while maintaining a clear focus on customer service and striving for excellence. He's also an example of how important transferrable skills are in the workplace, through his clear passion and ability to support customers. He has steadily progressed in the organisation and is committed to Irvine Housing Association and serving our tenants in any way he can. His dedication and motivation is clear to his colleagues through his studying towards his HNC.

Fraser has set an inspiring precedent, which has encouraged other colleagues to use transferrable skills and transition from our Customer Service Centre to other roles and promotions within the organisation.

Outcomes and achievements

1. Fraser has achieved a band A pass in his HNC Construction Management training course which he completed whilst in full time employment.
2. Fraser has set a precedent for other employees to make the transition from our customer contact centre to a more specialist career in housing or asset management within the organisation, as well as recognising the importance of transferrable skills and customer focus in all aspects of housing.
3. Fraser has used his own initiative to complete a dedicated project to inform the Association's future strategy for dealing with derelict and unused lock up garages. This will kick start a programme of regeneration across one of our largest estates and ensure best value is achieved for the Association through our approach.
4. Fraser understands the vulnerabilities of many of our customers and has shown that he uses his initiative to secure positive outcomes for our tenants and key external partners, and tailors his approach and service as needed to ensure this.
5. Fraser has progressed through the organisation from a trainee to a competent and committed Asset Officer and has set the bar for many others to follow

Eildon Housing Association

James Renwick



Statement of support

James joined Eildon in the Autumn of 2017 as a ScotGrad, Graduate Trainee, after graduating from Herriot Watt University with an MA in Business Management; in other words, with zero experience in the social housing field or residential property development.

James immediately displayed an emotional maturity, married with the intellect and desire to learn not just the technical skills required within a development team but about the work of the whole Association and how we work with and support our local communities.

His professional, approachable and friendly nature quickly endeared James to not just the development team but the wider Eildon family. Within 12-months James secured his first internal promotion becoming a Trainee Development Officer with a limited portfolio of development projects; less than 6-months later James secured his second promotion to a full Development Officer position with a wider and more complex portfolio of development projects.

James has played an active role in driving forward the Association's green pilot which will produce up to 50 new homes embracing Passivhaus, Energiesprong and Modular methods of construction incorporating air source heat pump and battery storage. One of James projects producing homes Passivhaus standard is the first of this pilot to start on site.

James has the responsibility for the delivery of 162 new homes by March '21 with a total cost amounting to over £25m. Tenures range from supported, elderly and general need. schemes ranging in size from 3-homes through to 64 and include re-modelling, refurbishment and newbuild projects.

James impact and rapid development within the development team is quite remarkable but what has been truly outstanding is how James has voluntarily driven improvements out with the development department, particularly with his passion and drive for the green agenda.

James has led on the promotion and work of Eildon's internal green working group, taking personal responsibility to work with Sustainable Homes Index for Tomorrow (SHIFT) to secure and maintain their Accreditation. In August 2018, through James' tenacity and attention to detail Eildon were awarded SHIFT Silver Accreditation; the first Scottish Housing Association to secure this. James is now working with SHIFT developing SMART objectives to develop our credential further.

Out with the work with SHIFT James is leading on the green facility management at Eildon's Head Office, The Weaving Shed in Selkirk. He secured grant funding and project managed the two electric vehicle chargers which are available for Eildon staff and the wider public to use. James lead on securing two new all electric vehicles for the use of colleagues on Eildon Business.

He is leading on securing PV installation, waste reduction across the office and the roll out of responsible sourcing of office consumables.

James has secured funding through CycleScotland for the installation of cycle stores at two of Eildon's existing schemes; both will include solar powered charging points for E-bikes.

Just this week James gave an excellent and passionate presentation at the Association's AGM, in which he gently reminded both the Board and Executive Team of their responsibilities in driving our green agenda!

Recognizing James' excellent project management and communication skills Eildon's Executive Team seconded James to lead on the IT Team's rollout of our new Telecom Strategy across the Association.

James has proven to be an excellent colleague to the team and across the Association. He is always willing to go the extra mile, not afraid to step up and take the lead and responsibility to see a job done. He is a real asset and highly valued member of the team and the Association.

to embed the principles and values of excellent customer service throughout the Asset Team.

Outcomes and achievements

David Robinson, Eildon's Development Manager, commented "in his short time James has developed into an excellent property development professional, his learning and competence curve has been exponential. However, James' greatest achievement is his willingness to assist the wider Eildon family leading on our green agenda and becoming a greatly valued colleague across all departments".

Within the last two years James' achievements include:

- Secured two promotions in two years, now a fully-fledged Development Officer
- Taken forward a diverse development portfolio
- Active in the roll-out of our Capital Green Pilot, including getting the Association's first Passivhaus standard homes into contract
- Led on securing SHIFT accreditation for Eildon, the first Housing Association in Scotland to achieve this
- Leads on the promulgation of the green agenda across the Association including:
- SMART targets across the green agenda
- Leading on Eildon's Green Group
- Green facility management:
- greener energy including PV arrays and LED lighting
- Less waste
- Responsible resourcing
- Green fleet and chargers at office
- Secured funding for cycle stores at schemes through CyclingScotland
- Lead on the project management of the roll out of the new telecom strategy across the Association

River Clyde Homes

Emma Flynn



Statement of support

Emma joined River Clyde Homes (RCH) in June 2012 as an Administration Assistant in the Repairs and Maintenance Team. Due to her eagerness to learn she was successfully appointed to Customer Services Assistant in April 2013. At a young age her career was flourishing and a year later she was promoted to Lettings Officer.

Emma's promotion was down to her enthusiasm, hard work ethos, a desire to succeed and have a positive impact on people's lives.

Her duties in the Lettings Team were wide and varied and included managing the waiting list, allocating properties and working with Inverclyde's common housing register. This role allowed Emma to demonstrate her organisational skills and show she could prioritise tasks as it was fast paced. She also developed her communication skills and showed empathy when supporting customers who were dealing with more challenging situations in their life.

Following a restructure within the Customer Services Department, Emma was promoted to a generic Housing Officer and she took on her new role in October 2016.

Emma was able to show how adaptable she was and slotted in to her new role with ease. She got to know her patch quickly as well as customers and given the wealth of housing knowledge as well as her friendly, helpful and patient nature she was soon assisting colleagues with less experience. Emma's talent, enthusiasm, energy, skills and experience was spotted straightaway by a new Service Improvement Manager, who was seeking a Housing Officer to support the £30m Regeneration Project in Broomhill, particularly with the letting of 200 long term voids following refurbishment. This was going to be a challenge as there was a very negative image of the area.

When Emma was offered the opportunity to take the lead with the marketing and letting of the empty homes, she did not hesitate and regarded this as another challenge in her career. This was not a stress-free test for Emma as it meant she was moving from a team where she built up positive relationships and was supporting colleagues on a day to day basis. Given Emma's strong character, can-do attitude and confidence she was not fazed by the task that lay ahead. From day one, she showed her commitment and developed a training programme for the staff so they were equipped with the skills to advertise properties through Choice based Letting and then shortlist. She did not sit still in her aim to get properties let and relished being involved in the Broomhill Open Days to attract new customers to Broomhill.

Emma has always been helpful to both customers and colleagues and maintains a friendly approach to everyone she encounters. Emma met many challenges in Broomhill, such as working late to ensure customers are decanted into temporary accommodation along with dealing with very vulnerable customers who require extra support. Emma always overcomes these difficult situations through her positive attitude and dedication to both customers and the business.

Emma continuously goes that extra mile for customers by volunteering for community events such as Clothing Drive, Messy Play, Family Fun Days and by attending community meetings. Emma loves nothing

more than a cup of tea and she is a frequent visitor to the Community Room in Broomhill Court, the Retirement Housing Block where she enjoys catching up with customers and joining in with the group activities.

Being part of this project, Emma has shown great leadership skills and has played a central role in the successful transformation of Broomhill while at the same time completing her Chartered Institute of Housing Level 3 qualification.

Outcomes and achievements

Emma has successfully enhanced the knowledge and skills of her colleagues in the Broomhill Regeneration Project Team through the training she provided on marketing void properties through Choice Based Letting and shortlisting. The comprehensive training provided allowed staff to learn a new process and it provided them with confidence so that over time they have been able to carry out these tasks on their own.

One of Emma's main achievements in Broomhill, was the key role she played in the letting of over 200 long term voids. Letting these properties even after refurbishment works was not an easy task given

the reputation of the area. Emma's objective was to eradicate this and attract new customers to Broomhill. Her hard work was rewarded as void loss in the area has now reduced by 96% and the occupancy level in Broomhill has remained at 99% over the last 6 months.

In addition, Broomhill Court a multi-story flat, now Retirement Housing, was a third full when Emma took up her role, it is now 100% occupied. Emma's commitment to Broomhill undoubtedly played a big part in RCH receiving a Commendation for 'Best Regeneration Project' at the Herald Property Awards in 2018.

South Ayrshire Council

Kyle McKay



Statement of support

Kyle McKay commenced employment with South Ayrshire Council as a Graduate Intern in July 2015. Kyle was placed within the Housing Policy and Strategy Team where he went on to secure the post as our Tenant Participation Assistant.

During his 4 years within the team Kyle has demonstrated willingness to support tenants and drive forward innovative changes to ensure that Tenant Participation within South Ayrshire is inclusive for all tenants. Kyle has proven himself to be a highly competent member of the team with an outstanding work ethic and ability to build and maintain positive

relationships with tenants, colleagues and partner agencies.

Kyle actively supports Tenant Participation (TP) to deliver traditional methods of TP, including various groups such as Communications Group, Monitoring Group, Scrutiny and Performance Groups, and Events Working Group. As Kyle's confidence grew and he developed relationships and researched other methods of participation and engagement he has been pro-active in bringing about changes to TP.

Kyle was key in changing our tenants approach to scrutiny. He attended the Stepping Up To Scrutiny Train the Trainer training designed by The Scottish Government, CIH Scotland and Housemark Scotland. After attending this training Kyle along with colleagues went on to train over 150 involved tenants and staff members. Kyle was involved in reviewing the methods of tenant scrutiny and designed a new data tool for tenants to monitor and scrutinise Housing Services performance data. The new data tool allows information to be easily identifiable; more meaningful for tenants and highlighted trend data. Both tenants and officers found this method of reporting data for scrutiny to be beneficial and allowed performance data to be scrutinised in a more robust way.

Kyle is driven by ensuring that TP is not only aimed at our core group of Involved Tenants who participate

in more traditional methods but is inclusive, giving all tenants an opportunity to participate and become involved with housing services. Targeting younger tenants and giving them the opportunity to participate with housing services was an objective Kyle was extremely keen to progress. Kyle created close links with South Ayrshire Council's Champions Board. The Champions Board provide platforms for young people to talk directly to Council staff, and by creating links with this group Kyle was able to establish relationships with not only young people who were currently Council tenants but also with those on our waiting lists or residing within our communities. In order to encourage participation from this group of tenants Kyle established gaming nights as a way of getting younger people involved in shaping Housing Services.

Communication and ensuring we are reaching tenants using a variety of methods is a key objective in our Tenant Participation Strategy. Kyle has a degree in BSc Honours in Music Technology which he has been

able to utilise in his role. Kyle had an idea to create Podcasts for Housing Services to widen the audience we are communicating with. Kyle took ownership of the Podcast project and has been invited by other Local Authorities and the Tenant Participation Advisory Service (TPAS) to demonstrate how this approach works in practice. Housing Services podcasts are available at:

- <https://soundcloud.com/sachousingservices>

Kyle is highly thought of by both colleagues and tenants. Ross Morris, Kyle's Line Manager said of him, "Since coming into post, Kyle has contributed with enthusiasm and inventiveness to an already vibrant and forward-thinking Tenant Participation team. Working closely with our TP Officer and our Involved Tenants, Kyle has progressed a number of new approaches that seek to widen participation. Kyle continues to play an important role in delivering on the ambitions of our Tenant Participation Strategy".

Outcomes and achievements

Kyle has successfully increased the demographic of tenants involved in TP through his engagement with young tenant participants. As part of the TP team, Kyle has also strengthened links with the settled travelling community within South Ayrshire Council's Travelling Person's Site.

Tenants within South Ayrshire have more opportunities to engage with Housing Services through newly established projects which Kyle has had a leading role in establishing such as; tenants choir, musical generations within our Sheltered Housing Complexes, gaming nights, Communities Fun day and Podcasts.

By reviewing the data tool for scrutiny and performance our tenants have successfully highlighted areas within Housing Services that they would like to

explore further. This led to tenants establishing the first Tenant Led Assessment in South Ayrshire which is due to report its findings and recommendations in October 2019.

Kyle's attitude and determination to succeed within his role is evident in how he is viewed by everyone he works with - "Not only competent, but innovative and enthusiastic with new and fresh ideas, methods, ways and approaches to matters relating to Tenant Participation. Also assiduous, helpful, approachable, communicative, and attentive. A good example for promoting the Public Image of a Council Officer." - Stewart Wallace, Involved Tenant

HOUSING TEAM OF THE YEAR EXCELLENCE

AWARD



This award is for a team who have delivered an outstanding contribution to their organisation and for the housing sector. It is designed to recognise achievement of something special, as part of developing new services, dealing with difficult situations or delivering the best services.

River Clyde Homes

Elaine Barker, Alexis Gault, Michael Lynch, Agnes McKenzie



Statement of support

At River Clyde Homes 'Customers' are at the heart of everything we do. We recognised that Welfare Reform would pose a major challenge for our customers and for the organisation. With this in mind we created our Financial Wellbeing Team to support our customers with welfare benefit advice and support.

Made up of 3 Financial Wellbeing Officers and an Admin Assistant, our team offer welfare benefit advice and support to River Clyde Homes' customers. This team demonstrate excellence in everything they do for our most vulnerable customers and are committed to achieving our core values whilst improving the lives of customers.

The introduction of the Welfare Reform Act in 2013, and in particular the roll-out of Universal Credit, brought about major changes to the lives of many of our customers. In order to support our customers through this period of change, and to minimise the impact, RCH launched our Financial Wellbeing Team. The team are responsible for providing front-line specialist advice in the field of welfare benefits to customers including income maximisation checks,

supporting claims for benefits, appealing decisions that are unfavourable to customers and completing better off in work calculations for those transitioning to employment. However, alongside this front-line role, the team are also responsible for planning for welfare reform and supporting other housing colleagues with training and support. The team have excelled in this area as well as front line support and have implemented changes to how we work in order to ensure the impact of welfare reform is minimised.

The team helped to create our Money Talks publication which provides advice to customers in an easy read, informal magazine. The Money Talks magazine is now on its fifth edition and is valued from all customers who receive it. The magazine has also been well recognised within the sector with colleagues from other associations adopting this idea and launching their own versions. The magazine would not work without the level of specialist knowledge about the welfare system that the team are able to put into it and it is this detailed knowledge that again make the team outstanding.

Being part of our Inclusive Communities Team, the Financial Wellbeing Officers also support other community projects where we engage with our customers. This includes our annual Winter Party, where we host over 200 older people to celebrate the festive season, our jobs fairs hosted in local settings and attending events to promote our services. This helps the team to get to know customers and promote our services.

The Financial Wellbeing Team have been instrumental in achieving our success in rent arrears performance over the past 12 months. Even in the face of Universal Credit, River Clyde Homes have been able to reduce gross rent arrears by almost 2% in the past year. The team engage with customers who are facing rent arrears and support our Housing Officers to

both understand why customers have arrears. This education and training side of the role is as important as the front-line advice. This again proves the level of commitment that the Financial Wellbeing Team have to supporting the best interests of customers.

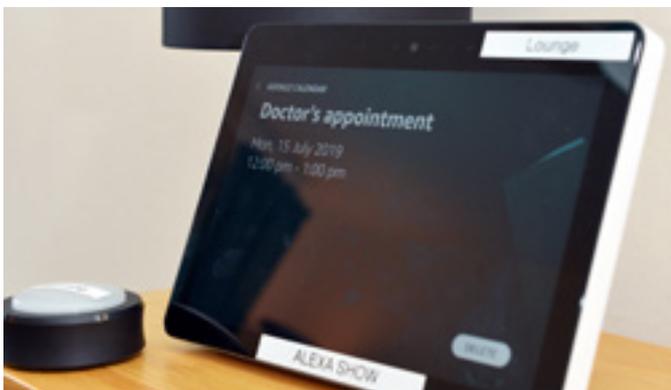
Outcomes and achievements

The success of the Financial Wellbeing Team is evident in the outcomes they achieve for customers:

- 1300 customers supported with welfare benefit advice and support
- 1500 benefit issues resolved
- 450 Universal Credit matters resolved generating over £1 million in additional income
- Over £2 million in additional income gained as a direct result of our involvement
- 75% of customers advised they feel better off financially as a result of our involvement
- 100% customer satisfaction with our service
- 100% of customers agreed that the advice was easy to understand
- 89% of customers are likely or very likely to recommend our service to someone else
- Annual Money Talks Magazine sent to 5,500 customers
- Implementation of Welfare Reform Action Plan
- Training provided to 35 front line officers

North Lanarkshire Council

Margaret Kelly, Ann Pickering, Eleanor O'Brien, Karen McGettigan, Stephen Llewellyn, Clare Varghese



Statement of support

North Lanarkshire Council's Transformation of Older People's Housing (TOP) Team was tasked with transforming older people's housing services in North Lanarkshire to help ensure sustainable well connected housing and housing solutions to enable older people to live and age well across communities.

The TOP team have been outstanding in their contribution to North Lanarkshire Council, the wider housing sector and communities through achieving whole scale transformation of Council sheltered housing services, providing a new fit for purpose older people's housing service that has capacity to meet the diverse and changing needs of older people.

The team comprising of a cross sector of services and our housing coproduction group, a group of older people and disabled people who live in North Lanarkshire have led this change and navigated a

difficult landscape to challenge assumptions and views on how people's needs can be met in communities to enable independence and promote wellbeing.

It is unique in many aspects:

Collaborative and United - Service change designed in partnership across services, involving housing, health and social care, third sector, tenants and residents to ensure an older people's service that is aligned with wider supports and services in communities, making optimal use of available resources to meet the broad range of older people's needs.

Progressive in Vision - Preventative and anticipatory in approach, using the widest range of services and supports (importantly including natural and third sector) to promote wellbeing and independence amongst older people encouraging a shift from the traditional model of sheltered housing support to a more flexible, individually tailored approach, that works well with self-directed support and the redesign of home support services whilst still retaining the important and valued aspects of older people's housing such as safety and security and social connectivity.

Multi-faceted - The scope of the project was far reaching, not only did the TOP team consider the redesign of services to better meet needs, it considered the wider aspects of what helps promote better wellbeing and quality of life to support independence amongst older people. As such an ambitious capital project which will realise the redesign of 7 sheltered plus complexes to better meet the needs of older people with the most complex needs has commenced. This builds on an existing

strong platform of work carried out previously in dementia design in North Lanarkshire and builds on this further through radical improvement and investment in the built environment. Enhanced telecare and a technology flat which showcases the range of technology and equipment were also key outputs of the group.

Extensive reach – Over, 2,500 postal questionnaires, online survey, 59 tenant briefings across every council sheltered housing complex in North Lanarkshire, 9 locality road shows, over 30 presentations and briefings, individual one to one tenant and carer meetings, social media, dedicated hotline, email address, web page with direct access to a member of the TOP team, co-production group meetings, newsletters were some of the methods enlisted to ensure comprehensive communication and involvement.

Benefits for the wider housing sector – already there has been shared learning across the wider housing sector with shared learning from North Lanarkshire's experience through Scottish Housing Network older people's housing forum and numerous other shared learning opportunities with other housing providers. Given that most other older people's housing providers are facing the same challenges of delivering sustainable housing and support services that can meet the changing needs of an older population the work of the TOP team will be of immense benefit to the wider sector going forward as housing providers grapple with potential service models and delivery vehicles to transform their older people's services.

Outcomes and achievements

The main outcome of the TOP team has been the transformation of all Council older people's housing in North Lanarkshire to provide a range of housing options which has capacity to meet the broad range of housing needs both now and in the future, providing sustainable older people's housing solutions. Specifically the following objectives have been achieved:

- Greater independence and confidence amongst older people;
- Improved physical and mental wellbeing;
- Improved community cohesion through enhanced inter-generational relationships and improved connectivity to third sector and natural community supports;
- Reduced need for more intensive supports and services;
- Reduced and delayed need for long term care;

- Reduced carers stress/improved wellbeing amongst carers;
- Over £1 million of savings to Council budgets;
- Better understanding of older people's housing and support needs;
- Improved services for older people with the most complex needs;
- Improved cohesion across housing, health and social care, communities and the third and independent sector to design services that better meet needs.

Ultimately the TOP team has been totally instrumental in achieving a revolutionary change in approach to identifying and addressing housing issues recognising the wider impact of housing in relation to the health and social care agenda.

Wheatley 360, The Wheatley Group

Furnishing Services Team



Statement of support

The Wheatley Group is Scotland's largest housing, care and property management group, which has over 250,000 customers across Scotland. Wheatley 360 brings together teams to provide a holistic wrap around service to tackle everything from food and fuel poverty to fire safety.

The Furnishing Services Team is part of Wheatley 360 and consists of the Furnished Let Service, Home Comforts and Eat Well programmes.

The programmes deliver free re-cycled one off items of furniture to people in need through the Home Comforts service and emergency food supplies to vulnerable individuals and families through the Eat Well programme. The Furnished Let service provides quality furniture packages for our customers to help them make their house a home.

With the roll out of Universal Credit in Glasgow in August 2018 our team has faced some tough challenges. The introduction of the new benefit and the fact claimants can sometimes wait up to 5 weeks for their first payment meant it had a huge impact on our Eat Well service which saw an increase of around 60% for referrals to the service.

The service provides a weekly food parcel to our customers delivered to their door, taking away the stigma of attending a food bank. We work in partnership with FareShare and their partner Move On where we recruit our training placements. FareShare redistributes surplus supermarket food to groups working with vulnerable people in and around Glasgow.

During 2017/18 our Eat Well programme supported 639 households who had been referred to the service by our Wheatley housing officers. During 2018/19 this increased substantially to 1028 households.

With the same resources, our Eat Well team were successful in ensuring that everyone who was referred to the service received a vital food pack. They re-organised their delivery schedules and streamlined their runs, meaning they could fit more people in and reduced the number of weeks you would receive a food parcel from eight to six. This still allowed customers the time to recover from the five week wait for a universal credit payment. They did this whilst recruiting and training six new Move On trainees.

The Furnished Let team deliver furniture packages tailored to our customers' needs with service charges applied to the customers rent accounts to cover the cost of the pack. They also had a very busy year.

We provide packs with service charges ranging from 1 to 3 years. We have been trialling a pilot in one area of the city for our customers to inform a new refreshed service in 2020. This has been very innovative as it has a unique feature in that customers can choose from recycled Home Comforts furniture and new furniture from Royal Strathclyde Blindcraft Industries and allows customers to build their own package of furniture with the support of their housing officer, making their house into a home and ultimately sustaining their tenancy. Our Home Comforts team worked with Zero Waste Scotland to achieve Revolve accreditation, awarded in August 2018 highlighting we provide a quality recycled product.

During the last year, the team developed a 'Housing First' package for the Wheatley Group to support the Scottish Government's aim to eradicate rough sleeping. Wheatley Group wanted to provide an approach where customers entered a furnished home with support to help them sustain their tenancy and re-integrate into society. In these cases a tailored furniture pack was developed along with an Eat Well delivery. This was delivered for those most vulnerable customers moving into their tenancy to give them the best start possible.

The team have delivered fantastic results over the last year during a very demanding time.

Outcomes and achievements

The introduction of Universal Credit has brought with it unique challenges that the team have tackled with commitment and innovation. This has meant some outstanding outcomes but most importantly we have made a real difference to customer's lives.

Outcomes and Achievements recognised and delivered by the team are:

- Achieved Revolve certification in August 2018 from Zero Waste Scotland for our Home Comforts depot
- Provided 1028 households with 6006 food deliveries during 2018/19
- Diverted 42.989 tonnes of surplus supermarket food from landfill
- Supported 667 households with recycled furniture
- Achieved 678 donation pick-ups for furniture
- Diverted 83 tonnes of furniture from landfill and 136.95 tonnes of CO2
- Supported the Wheatley Foundation employability program and our communities by employing and training 6 Move On operatives
- Tailoring a new furniture package for our Housing First project
- Supported Wheatley Group providing 28 tenancies with furniture packs, starter packs and Eat Well deliveries during 2018/19 for the Housing First Scotland project and assisting in eradicating rough sleeping
- Reduced the groups environmental impact and supported the Scottish Government's aim to become 'A Greener Scotland'

Link Housing Association Ltd

Advice services team



Statement of support

We recognise that across Scotland financial insecurity affects families in many ways and the added pressure of a changing welfare system is creating pressure that people are struggling to cope with. Link has a specialist team to provide our customers hands-on help.

Link's Advice Service (The team) provides expert welfare benefits and debt and money advice to 8500 tenants across 23 local authority areas. Our approach is completely person-centred and has achieved some remarkable outcomes for tenants by addressing all of their issues in an empathetic and coordinated way.

The team are directly aligned to our area offices, where our Housing Officers are based, which supports a timely referral process and good communication. Our tenants can be confident that their personal issues are being handled in a sensitive and confidential way.

The team has a justifiable reputation across the housing sector for the high quality of their work. We have achieved accreditation to Scottish national standards for Information and Advice Providers at Type

II and III, across a broad range of welfare benefits and money debt advice topics, one of the first housing associations to achieve this under the revised process and a great endorsement of the team's expertise.

In 2018-2019 alone we delivered some incredible outcomes for our tenants having received 2,176 referrals from our housing officers for 1,295 tenants, including:

- Over 2700 welfare benefit claims.
- Realising £2,777,868 of benefit gain which tenants would otherwise have lost.
- Helped tenants with 60 appeals against incorrect benefit decisions made by DWP - 70% of them successful.
- Reduced rent arrears by £53,628 helping to reduce stress of being in debt.
- Helped tenants to take control of £1,302,643 of debt, £878,991 of which was priority debt ie where the consequences of not paying are significant eg rent, utility bills etc.
- Attended 890 face to face home visits.

And we believe this is clearly working. One tenant stated - 'the Welfare Rights Officer was an absolute star. My total weekly income has increased by over £150 week'. Outcomes like that are not unusual with another tenant receiving more than £22,600 in increased benefit income in one year. Back-dated benefit income of £18,600 was achieved for another delighted tenant. These are life-changing amounts, totally transforming tenants' lives allowing them to live more comfortably - 'please pass on my thanks to the staff for all their help. I am stunned with the money, nothing like this ever happens to me. Thank you'.

As a snapshot - in 2019 over 90% of tenants we surveyed rated the service good or very good and 95% reported reduced stress.

We regularly provide sector leading input and influence at a national level. We have provided consultancy services to the SFHA to inform their policy work on welfare and housing related matters

and to Partners for Inclusion to set up and maintain a robust advice service for service users. We have also contributed to Scottish Parliament Welfare Reform Committee session to provide evidence on the impacts of the Welfare Reform Act 2012 and played a part in practitioner workshops with the Scottish Government to assist development of new disability benefits.

Outcomes and achievements

However, none of our work matters unless we are achieving improvements for the people we are here to help, in addition to the monetary gains, we change lives and improve wellbeing.

Tenants regularly testify that intervention by the team has improved their health by reducing stress and anxiety. The following comment captures this perfectly - 'I have received a great level of service from my caseworker. She has helped me to control my finances much better and I have been able to benefit much more especially in my daily living and my mental health.'

Another tenant even reported an improvement in a long-term addiction *"the service and the Money Advice Officer were awesome. This has been a huge relief. Part*

of my drinking was caused by money worries. I can now move forward knowing its behind me."

It takes staff with very special skills to put tenants at ease so that they can discuss personal and sensitive information. By displaying high levels of empathy and professionalism, the team gain the trust and respect of tenants to achieve this. The additional following comments from tenants explain the positive effects this has on them -

"Thanks is not enough. You helped me through a very traumatic period of my life and went beyond what was required. You helped me when others with more responsibility done little or nothing."

Hillcrest Homes

Hillcrest Energy Advice Team



Statement of support

Winter is coming.

The TV show that put this phrase in everyone's minds may have been fiction but as the temperature drops, for families struggling with fuel poverty the difficulties and stress they will soon endure is very real. Incredibly, in modern-day Scotland, many families must choose between heating or eating.

Since 2013 Hillcrest Energy Advice Team (HEAT) has been fighting back, operating a free advice service for Hillcrest tenants to help to help reduce energy bills. This includes demonstrations on using heating system programmers efficiently, obtaining Warm Home Discounts and Winter Fuel Allowances for tenants,

dealing with dampness and condensation, help on saving energy in the home, and advising on local grants and initiatives. The team also liaises directly with energy companies on behalf of tenants to negotiate energy debt reduction or cancellation and help secure cheaper tariffs.

According to the Scottish Government, 748,000 households are in fuel poverty, and a research project carried out this year by HEAT themselves covering all residency types suggested as many as 52% of households were in fuel poverty.

As a result, with many tenants in a critical situation - many of them having been cut off from their supply - HEAT has always devoted themselves to offering the highest level of support to those struggling most. HEAT's advisers Euan, Craig and Gemma refuse to go home at the end of the day leaving anyone in need.

Seeking to make a dent in fuel poverty, HEAT secured funding to launch their now highly applauded emergency top up scheme, which offered credit for people who had been cut off from their supply. This scheme has since been so successful and beneficial that it is now secured through core funding.

Always striving to tackle the issue of fuel poverty in new and innovative ways, a recent big project saw HEAT immortalised as cartoon superheroes in a fun energy advice activity book for children.

Realising that educating children as well as adults on simple ways to save energy would have big impacts on household energy bills, our HEAT Caped Cost-Savers got straight to work designing a book packed full of activities, puzzles and tips.

A first for the energy and housing sectors alike, the book has been incredibly well received. Gently involving children through activities, the book encourages children to help HEAT battle an icy villain, 'Coldemorte', by implementing simple energy saving practises.

Road testing the comic in the community with children and young people has also been vital in making sure the comic is interesting and stimulating, and also engaging for all.

While the activity book is aimed primarily at children, the easy to digest and clear and simple information

makes the book ideal for people who may find regular literature challenging. When creating the book, the decision was taken with the communications team to create a visual look that was not limited to children, with the characters illustrated in a stylish pop-art look that could engage all ages.

The book has been a roaring success. Picked up by various news outlets, it has drawn fantastic feedback not just from children, but energy companies, and even the SFHA.

Despite being a small team of only three advisers, HEAT's hard-working ethic and dedication to their tenants has incredibly seen their annual financial gains eclipse some of the bigger energy advice teams out there

Outcomes and achievements

The team's tireless efforts have resulted in the following actions, creating the huge financial gain of £305,192.64:

- Warm home discount applications completed - £78,260
- Energy advice given - £19,370
- Heating system demonstrations - £21,200
- Improvement works and repairs - £131,002.50
- Supplier and tariff switch - £11,535.98
- Fuel debt write off - £35,314.16
- Meter top ups from fuel poverty fund - £8510

Before HEAT's activity book was launched, it was tested across the areas we work in. This included a special session with the children of Our Lady's RC primary School in Dundee:

- "The Comic is great because it can help parents save money."
- "I liked how there were activities and quizzes."

- "I liked making my own Superhero."
- "I liked everything about it - it was absolutely exquisite!"
- "I like the characters on the front cover."
- "I think my siblings would like this comic because it would teach

them about homes [energy]."

- "When you draw a picture in the comic, you can show it to your friends and family."
- "I think my two little brothers aged 6 & 8 would like this because they like colouring in and puzzle solving."
- "My sister at nursery would enjoy this too. She is 4."



CIH SCOTLAND 2019

THE APPRENTICE OF THE YEAR EXCELLENCE AWARD

Sponsored by:



This award recognises the contribution of apprentices across the housing sector. The winner of this award will have demonstrated their commitment to personal development with achievement and attainment in learning. Through their contributions in the workplace, demonstrate that they have exceeded expectations and made a difference to the organisation they work in. They have also been able to provide evidence of approaching day to day work with a positive outlook and demonstrating a willingness to be creative and innovation.

Wheatley Group, Lowther Homes East

Jenna Lamb



Statement of support

Jenna joined Wheatley Group in August 2018 as a Modern Apprentice, and her role was to support YourPlace colleagues with individual tasks such as, collecting and logging white mail, dealing with incoming enquiries and processing invoices within set timescales.

The Apprenticeship was a perfect platform for Jenna to gain new skills, experience and confidence which enabled her to successfully complete her Apprenticeship within one year and recently gain a full time permanent post as a Letting Assistant with Lowther Homes. She is undoubtedly one of the most outstanding young people in the 2018 cohort.

On taking up post, Jenna immediately demonstrated she was a quick, pro-active learner with a can do attitude. She was self-organised, a great team player and was reliable, even when working under pressure.

She showed common sense and possessed excellent customer service skills.

Jenna was a real asset to the YourPlace team. She was quickly able to put new skills learned into practice. Jenna began her journey in YourPlace the way she continued over the year. During her first week she volunteered to learn new software, one week later she was leading on the use of this and training the team with confidence. She continued to be the office champion in this area throughout her apprenticeship.

During her time with YourPlace, Jenna jumped over any obstacles she came across that blocked her ability to deliver for customers. She was innovative and happy to test and put her own ideas into action. A strong example of this was demonstrated when customers were requesting duplicate packs that contained information about all the services they were receiving. The production of these packs was time consuming and difficult for the teams. Jenna proactively developed templates for the team to use to send out in response to requests from customers. This reduced the time this task took by 50% as previously staff would have been expected to search through a number of files to locate individual letters.

Jenna put customers at the heart of everything she did. As a first point of contact for customers, Jenna responded quickly to enquiries and endeavoured to deal with everything with excellence at the first point of contact. She was confident in asking for support when needed. Jenna made a significant impact on supporting our customers with enquiries, often reducing customer demand to the organisation by up to 60% with her proactive attitude to resolution at the

first contact point for customers. This in turn freed up other team members to do additional tasks.

Jenna had an excellent attitude to learning and excelled in the completion of her SVQ. Additionally, she successfully completed a legal training qualification in Factoring ran by the Scottish Federation of Housing Associations. She has also been the first apprentice in Wheatley to develop her own programme of 'learning Journeys' across the group to develop her understanding of the wider business and the varying customer and business demands. She was very clear that she wanted to gain a full understanding

of Wheatley Group and took responsibility for her own learning in this area. Each team she visited provided excellent feedback of Jenna's enthusiasm, ambition and caring nature.

Jenna has successfully gained permanent employment as a letting agent within Lowther Homes. She is very clear she is only beginning her journey in housing and will undoubtedly go on to have a fantastic career.

Jenna is an exemplary example of someone who demonstrates how an apprenticeship, coupled with self-motivation can help to realise your full potential.

Outcomes and achievements

Wheatley Group delivers a very successful Apprenticeship Programme that has been recognised as best practise locally, nationally and globally.

Jenna's professional ability to represent Wheatley in a positive and effective way, has seen her meet with assessors offering insight and sharing the opportunities the Programme has offered all apprentices. Her input has been key in Investors in Young People (Gold) recognition, where the Assessor advised he "was delighted to say that the Young People I met continue to be great ambassadors of your Brand who spoke passionately about their experience with you. This is refreshing and is clear testimony of your work and continuous improvement".

Of the 400+ Apprentices been through the Programme since starting in 2009, approximately 75% have achieved employment within the Wheatley Group, while others have gained the skills and confidence to go on to further education or external posts. Additionally, in 2018 the Group made a pledge to set aside 10% of places on the Apprenticeship Programme for young people with a disability - in 2018 and 2019 this target has been exceeded.

Jenna is an exemplary example of someone who demonstrates how an apprenticeship, coupled with self-motivation can help to realise an individual's full potential.

Eildon Housing Association

Owen Shiell



Statement of support

Owen is a Housing Assistant Modern Apprentice who has this year completed his CIH Introduction to Housing and SVQ Level 2 in Housing. He works as part of Eildon's Customer Services Team, delivering frontline customer service to our tenants, other customers and prospective customers too.

Owen has been a huge asset to the team since first blowing us away with his enthusiasm and focus on housing at his interview; he is the first modern apprentice we have had in the role so we didn't know

what to expect but his openness to explore all that working in affordable housing offers has been so inspiring for our team.

And not just our team either, Owen works well with colleagues across the organisation, working hard to extend his knowledge of what everyone does and how each role links together to help him deliver excellent customer service. Within the first six months of Owen starting, we'd had compliments in from contractors, commending him on the proactive approach he takes to resolving issues.

Our Housing Assistants have a diverse range of experience and knowledge which Owen has managed to both learn from and support so that he is a fully-fledged member of the team. But Owen's apprenticeship is about learning and practically experiencing a range of the services Eildon provides - from allocations to terminations, and everything in between!

Owen's enthusiasm and commitment was perfectly exemplified by his undertaking of two sessions of our Estate Walkabouts, where his role was to support the Maintenance Officer but also to engage face to face with customers reporting issues and look for solutions.

Owen has been open from the start in his goal of progressing his career in housing and his positive 'say yes' attitude, alongside the excellent bank of knowledge, skills and experience he has built up, meant that he was the perfect person to co-present the 'role of the housing officer' session we recently

held with the Scrutiny Sub-group of our Customer Panel. Owen responded excellently to questions and challenges from our customers to deliver what turned out to be a really positive example of customer engagement.

Outcomes and achievements

Owen is a key member of our team and our association, clearly showing the benefits modern apprentice can bring to organisations.

He has not just created positive working relationships within the organisation and positive customer relationships out with, he has also worked to spread the word about Eildon and the opportunities and rewards of working on affordable housing in general to others: he has attended school employment fairs to help show the many different routes into employment, hopefully helping to inspire others with his enthusiasm!

Owen has worked extremely hard to learn on the job but also showed great commitment to pass all his assignments and courses as part of his CIH Introduction to Housing and SVQ Level 2 in Housing.

From Eildon's point of view, it's clear how much of a positive impact recruiting and retaining apprentices into the association has, bringing dynamism, enthusiasm and creating a really beneficial mixture of knowledge and skills that we think will serve us well for the future.

EXCELLENCE IN LEADERSHIP AWARD



Sponsored by: **ALACHO**
ASSOCIATION OF LOCAL AUTHORITY CHIEF HOUSING OFFICERS

This award is for an individual, and its purpose is to recognise excellent leadership in the sector. It aims to demonstrate the quality of leaders that we have in housing, and to show the rest of the world how brilliant housing people are.

Berwickshire Housing Association

Helen Forsyth



Statement of support

Helen Forsyth has been Chief Executive of Berwickshire Housing Association (“BHA”) since 2007, and her career in housing stretches back more than 20 years, having worked in the public sector, health, social care and the third sector. Helen is passionate about leading and driving progress in the sector by inspiring and role modelling innovation and future thinking, whilst keeping the tenants and communities BHA works for at the heart of everything we do. This is reflected in her drive to ensure the association provides value for money and has a firm and demonstrable impact on social values. During her time at BHA Helen’s calm and compassionate leadership has also guided the Association through challenging times. As an example, over recent years BHA has shifted its focus away from delivering care services and Helen ensured that our Service Users and their families were the first consideration in this.

Helen provided the innovation in order to solve the problem of how we continue to build new homes at a time when public funding was in decline, with the ground breaking “Fishermen Three” Community

Windfarm, near Cockburnspath. The three turbine windfarm was launched in May 2017, with the support from Scottish Government and Community Energy Scotland, and is forecast to generate £20m for Berwickshire Housing Association, which in turn could pay for as many as 500 new affordable homes within the local community. Community benefit payments are also being made from the windfarm’s income to support the regeneration and development of those communities closest to the windfarm site. The windfarm will be a lasting monument to Helen’s innovation and passion to create thriving rural communities.

Helen’s vision, determination and stewardship have propelled the organisation forward to where it is respected as a community anchor for all third party organisations and partners who serve the people of Berwickshire. She has led on establishing a Community Initiatives programme within BHA which has had a demonstrable positive impact on BHA’s tenants and the communities we work in.

Helen is not one to rest on her laurels and is currently planning a programme to transform BHA to better equip the organisation to deliver the best possible service to our tenants. This includes embracing the digital world, finding a better space to work from, and speeding up and making more efficient our mundane and routine tasks to increase the time we can spend with our customers and communities.

Helen’s reputation as a leader and creative thinker within the Third Sector led to her being approached to become a founding member of South of Scotland Economic Partnership, where she has a pivotal role in designing the functions of the new agency that will deliver its social/community remit. She is also Chair of Resilient Scotland which provides investment and support to social enterprises across 13 local authority

areas. She has also been a statutory appointee to the Boards/Management Committees of a number of RSLs which are/were undergoing statutory intervention by the regulator, demonstrating the respect and regard with which she is held in the wider sector.

Jean Gray (Former Operations Director, now Chief Executive of Viewpoint Housing)

The most important characteristic of Helen is her passion, enthusiasm, motivation, intense commitment and understanding of the sector. She has always had a

clear vision for the organisation and excels at bringing others along with her both internally and externally. She inspires and motivates both individuals and teams and in her role has always been decisive, ethical and honest which also translates into she is not scared to speak her mind or adapt to change. She really cares about BHA and its people.

Outcomes and achievements

BHA BeFriend - Was established to tackle social isolation and loneliness across our communities. This includes projects across Berwickshire that profoundly improve peoples' mental health and wellbeing.

Skip and Scrap - Has grown across the local rural community to help tenants keep their neighbourhoods tidy and for those who find it difficult to access the local recycling centres the chance to recycle. This saves each of our tenants over £30 for any uplifts.

The Next Steps programme - Working with pupils in the local schools who may need extra support with the housing choices who may become our tenants in the future. Over 100 pupils have benefitted to date.

Tackling Fuel Poverty - Introducing forward thinking solutions for the heating systems by fitting over 700 homes with photovoltaic solar panels, introducing new insulation systems, fitting air source heat pumps and piloting the first heat batteries. This on average saves £702 per annum to each of our tenants.

Financial Inclusion Team - Making a huge contribution by supporting tenants with the introduction of Universal Credit. To date 2,046 tenants of BHA, SBHA and Waverley were helped by maximising their income through benefit claims. The project helped secure annual benefit gains of £2,414,501.66.

Link Housing Association Ltd

June Green



Statement of support

A proven leader in the housing profession for more than 30 years.

Epitomising the adage that a positive environment achieves the greatest results June leads from the front, providing the innovation and inspiration that staff and partners aspire to.

June is highly regarded across the sector and is passionate and committed to improving tenants' lives and communities. Having the enviable skill of being able to garner enthusiasm, loyalty and respect from staff, over the last 3 years June has demonstrated her outstanding leadership of staff through a period of

structural and organisational change.

Clearly communicating her vision June is an example of an inspirational woman at the peak of her profession. Colleagues and tenants have benefited from June's integrity, generosity, knowledge and kindness - and a powerful drive to do better.

Displaying drive with empathy June's personality shines through. June articulates and imparts information clearly, ensuring everyone understands in a culture of openness, honesty and transparency, allowing opportunities for staff to provide their ideas and thoughts in a safe environment.

Themed staff conferences correlate with current work, eg bus stops on change management road map (see attached photo) and inspirational musical themes related to customer engagement and support. With a positive and persistent attitude, June's passion is unquestionable, allowing people to flourish and be confident, believing we are only as good as our "weakest link"

Management team meetings are lively, engaging and never boring where staff are encouraged to stand to discuss progress and issues, changing the energy and instilling a can-do approach.

Balancing the fine line of commanding respect with a sense of humour; June believes that by embracing

change, being creative and overcoming obstacles, we can all help alleviate inequality in our workplace and communities.

The following examples evidence and testimonies support why she is a worthy winner of this award:

Outcomes and achievements

As Director of Housing, June has realised her vision of agile desktop to doorstep working, offering a personalised service to tenants in need and self-serve access for those that don't. Service modernisation has resulted in improved team performance and tenant satisfaction, going from very good to excellent with gross rent arrears of 3%, one of the lowest in Scotland and almost 90% overall service satisfaction.

As Private Sector Leasing manager June rose to the challenge when over 30 staff and keys to 1700 homes arrived with one day's notice. June's persistence and skills addressed issues with inherited complaints and inspired staff to place the tenant first, subsequently changing the overall culture of the team. One of her proudest achievements was to ensure 17 Syrian refugee families were housed, within 24 hours of arriving in Scotland. She went on to effectively and efficiently delivering that unique and challenging service for another 5 years.

As Commercial Services Manager, she turned around Link's factoring service, whilst effectively delivering on two other major contracts, led by the Scottish Government, namely LiFT Open Market Shared Equity and Help to Buy.

June is passionate about staff realising their potential. Over the last 3 years 63% of housing staff now hold a CIH Level 3 qualification or above and in March 2019, 29 staff attended the CIH conference.

Testimonies

"Whilst I held the position of leader of Falkirk Council, June rose to prominence for her reputation on building special relationships with staff and tenants. No one has matched up to June, who was, in fact, the best manager I ever worked with in the 32 years in local government". What was Falkirk Council's loss was Link's gain. Cllr David Alexander, SNP Falkirk North Ward

"June was the lead manager for the Private Sector Leasing scheme for many years. She impressed me by the positive, customer-focused performance standards which she supported her staff to achieve. June led by example; constantly ensuring positive service delivery and personally guaranteeing homelessness households received the best possible service". David Smith, Partnership & Planning Service Manager, Homelessness & Housing Support Services, City of Edinburgh Council

"As Chair of LHA, I have observed, at close hand, June's professionalism and focus on continuous service improvement. June's leadership, based on a commitment to effective partnerships with customers and staff, has led directly to innovative practice across the Link Group, establishing June as an outstanding role model for both Link staff and housing professionals nationally". John Flaherty, Chair, Link Housing Association Board.

She has true leadership qualities - she listens, she includes, she collaborates, she empathises, she learns from experience and her actions make a positive difference. Craig Sanderson, former Chief Executive, Link Group

Glasgow Housing Association

Jennifer Russell



Statement of support

Jennifer, currently Managing Director of Glasgow Housing Association, leads a team of over 900 frontline housing professionals. GHA, part of Wheatley Group, is the largest social housing landlord in Scotland with over 40,000 properties across the city.

Jennifer is a hugely experienced and trusted leader within Wheatley Group. She joined GHA in 2003 and held a number of senior roles before becoming Managing Director of YourPlace in 2008 and then South Area Director for GHA in 2013.

Jennifer leads on the continuous delivery of our sector-leading top quartile performance while simultaneously delivering on one of the largest new build development programmes across the country. GHA have now delivered 3,205 homes since 2009.

Jennifer views housing as a vocation and has dedicated most of her adult life to transforming some of the most deprived communities in Glasgow. 73% of GHA households are located in Scotland's 15% most deprived data zones. The impact of this is clear to see throughout the city. GHA's investment programme is the biggest of its kind in Europe, improving the living standards for social housing tenants in Glasgow.

Her passion goes beyond bricks and mortar - Jennifer's tenacity is the drive behind inspiring GHA leaders to deliver year on year. This has led to above 90% customer satisfaction over the last five years and the delivery of 2,167 training places to unemployed Glaswegians.

Jennifer's leadership style has inspired and supported many future leaders. She consistently develops new talent across the sector to deliver in the fast paced environment of frontline housing. A number of colleagues have come to work with GHA to gain the opportunity to work with and learn from Jennifer's ambition and extensive experience.

Jennifer has also been the strategic lead for allocations across Wheatley Group. Her vision and ambition influenced the development and delivery of our sector-leading housing information, advice and letting service, MyHousing. It's a platform for much more than giving customers housing options on our available homes but also gives an opportunity to seek money and benefits advice, job opportunities and all of the wraparound services offered by Wheatley Group and external partners.

Catherine Wilkie, Housing Advice, Homelessness and Customer Support Lead for Wheatley Group told us of her experience delivering MyHousing:

"I have worked with some influential and inspiring leaders. Working with Jennifer has been fantastic and sometimes a whirlwind. She spearheaded this project with tenacity and her diverse talents, dynamic personality and excellent leadership qualities created a powerful, positive and inclusive experience for everyone involved, delivering an exceptional and pioneering service for customers."

Jennifer has steered the organisation through the challenges of Universal Credit, the introduction of new ways of working, including our new frontline digital office in your hand GoMobile, and has earned the trust of colleagues in GHA and across Wheatley along the way.

Jennifer's efforts are instrumental to GHA's continued recognition including awards from EFQM for Leading with Vision, Inspiration and Integrity as well as Building Organisational Capability. Jennifer was invited to present GHA's journey to excellence to an audience of world renowned leaders from organisations across all sectors including Bosch and Volkswagen. One of Jennifer's proudest moments as a senior leader came when GHA was awarded the Global Excellence Award by EFQM in 2017.

Wheatley Group Chief Executive Martin Armstrong said:

"Jennifer Russell is one of the most outstanding leaders of our generation and she has been instrumental to the success of GHA. She inspires colleagues, cares passionately about tenants and communities, and has a talent for bringing people together to deliver the very best outcomes for people, the business and the housing sector."

Outcomes and achievements

Jennifer has delivered many incredible successes throughout her career and has been recognised for excellence both through awards and exceptional performance results.

Some of these include the impact services she leads on transforming customers' lives, developing leaders for the future, one of the largest new build programmes in the Country that has seen the delivery of over 3200 new homes, digital transformation of housing and support services for both our customers and frontline staff and a positive impact on employability and our economic footprint, transforming young peoples' lives.

Below are just some of her notable achievements;

- My Housing - a transformational 24/7 housing information, advice and letting service
- 29,000+ people now registered with MyHousing since its launch November 2018
- Sector leading Top quartile performance

- Over 90% customer satisfaction for the last 5 years
- 87% staff satisfaction as reported by Investors in People (IIP)
- IIP platinum employer of the year 2017
- IIP Apprentice employer of the year 2017
- Housing Association of the year - Scottish Home Awards 2018
- 500+ community engagement events across the city this year
- CIH Awards for Excellence in Affordable Housing 2018
- 3,205 new build homes since 2009
- 2,167 training places for unemployed people across Glasgow

Homes for Good

Dr Susan Aktemel



Statement of support

Dr Susan Aktemel is a truly inspiring innovator within the housing sector across Scotland.

Established in 2013, Homes for Good is Susan's second successful social business focussed on encouraging equality and opportunity to some of the most vulnerable people in society. HFG is Scotland's first social enterprise letting agency which has now evolved into a dynamic social business group.

Susan consistently drives the company's core aims of developing housing solutions for the most vulnerable in society. She has led HFG pioneering investment model in the PRS< raising almost £12m investment over the last 5 years to purchase more than 250 properties, bringing dilapidated properties back to life and therefore creating good quality, affordable homes for tenants on low incomes or with additional support needs that regularly face exclusion & discrimination when trying to access the PRS. This model has now been adopted in other parts of the UK as a direct

consequence of HFG proving this concept.

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Susan sees part of her responsibility as a housing and social enterprise leader to promote the importance for a safe and secure place to call home, advocating on a national stage for social change within the housing sector. She has received recognition for this having been noted as one of the Big Issue's 2019 top 100 Changemakers in Housing in the UK, as well as being spotlighted as within the top 10 of the WISE100. She regularly lobbies politicians both in the Scottish & UK Parliaments to discuss issues in the housing sector.

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Alongside this she campaigns for the rights of tenants and promotes the need for good letting practice within the private rented sector. Furthermore this has only opened the gateway to national conversation into the barriers faced by many trying to access good quality housing.

At the heart of everything Susan does are her strong social values which are evident in everything she does from our wide ranging tenancy support to the high quality housing. Without Susan's pioneering approach to housing many tenants would still be living in

intolerable housing conditions or homeless.

Susan not only helps to house people but she gives them an opportunity to rebuild their lives, the effect of which is completely immeasurable. Susan's contribution to the housing sector in Scotland has and continues to make a profound social impact throughout the UK. She has created a strong team, dedicated team that are all completely dedicated to help make her vision a reality.

Outcomes and achievements

Alongside the success of Homes for Good, Susan has been repeatedly recognised on a national level for her commitment to social change.

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6 years, securing almost £12m investment from social investors that recognise her vision for a more progressive housing practice in the PRS. Over the next 3 years she will create a further 25 jobs in HFG, raise a further £15m in investment and grow our homes under management to 1000.

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CIH SCOTLAND 2019

OUTSTANDING CONTRIBUTION TO HOUSING AWARD



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This award is for someone who has consistently gone the extra mile during their career in housing. They will have shown passion and commitment to driving positive change in the sector. They will be a real ambassador for housing in Scotland. They will have driven change both in the organisation at which they have worked and in the housing sector as a whole.

Maryhill Housing Association

Roger Popplewell



Statement of support

Maryhill Housing is nominating Roger for this award because of the huge contribution he has made as a Maryhill Board Member. However, it isn't just about us! Roger had a thirty year career in Housing in Scotland before he joined Maryhill and played an instrumental role in some of the key moments in the history of the sector in Scotland over this period. Increased tenants' rights, multi-agency regeneration, stock transfers, Roger has driven them all!

Roger started his career in housing in Scotland with Shelter in 1978 where he promoted Housing Action Areas to deal with empty and poor quality housing throughout Scotland. This commitment to regeneration continued throughout his career. Whilst at Shelter Roger's role was also to lobby MPs during the passage of the Tenants' Rights Act. This work highlighted the dangers of extending the right to buy. A shame no-one listened to Roger until 30 years later!

From Shelter Roger became the first Development Officer at TPAS Scotland working with tenants across Scotland. Roger's genuine commitment to community control of housing is a theme running throughout his career. At Maryhill Roger insists on full customer involvement from the point of project inception and giving customers genuine options from rent levels to the type of heating systems we install.

This commitment was also borne out during Roger's time as area co-ordinator for Ferguslie Park and as Deputy Director for Housing at Dumbarton District Council. In Ferguslie Roger managed a unique joint housing and social work office and established a joint strategy group involving local residents. The group developed plans for economic and environmental programmes using Urban Aid funding also developed proposals for an early stock transfer to a co-operative (which became Ferguslie Park Housing Association). This multi-agency approach was subsequently adopted by the Scottish Office designating the area as one of 4 "New Life for Scotland" partnerships.

Roger moved to Scottish Homes in 1991 and was responsible for transferring stock in the west of Scotland to local or new housing associations - developing the stock transfer process from scratch. This resulted in 35 stock transfers of 17,000 houses and generated over £100m for the investment programme. Some of the new organisations created include Linstone and Bridgewater, while other significant transfers were to Cube and Thenue.

Scottish Homes became Communities Scotland and then became part of the Scottish Government so Roger's role changed to focus on managing the investment programme. Roger's final position was

Head of the Housing Supply division. In government Roger continued to be particularly involved in estate regeneration projects. Roger led the development of community planning partnerships and also had a key role as a Board Member of independent regeneration companies in Lanarkshire, Clydebank and North Ayrshire. Roger also served as a non-executive Director on the Y People Board.

Roger joined the Maryhill Board in 2012, became Vice Chair in 2015 and Chair in 2016. Roger provided vital leadership during a period of high Regulatory engagement and four CEO's in six years. Roger

steered the organisation through an option appraisal and has been actively involved in setting a new strategic direction for the Association centred on customer experience.

On a personal note Roger challenges me to think strategically and focus on outcomes for customers; yet when things go wrong he is fully supportive. Roger gives a huge amount of time to Maryhill yet still actively seeks feedback to be a better Chair. Roger is an outstanding Chair and has made an outstanding contribution to regenerating housing in Scotland by empowering local communities.

Outcomes and achievements

Key achievements from Roger's career as a senior leader and Board member are:

- The Passage of the Tenants' Rights Act in Scotland
- The development of a multi-agency, area-based, community-led approach to regeneration at Ferguslie Park
- The delivery of 35 stock transfers from Scottish Homes to existing or new Associations
- Successfully steering Maryhill through a challenging period of change to deliver improved outcomes for customers.

Some testimonials from people who have worked with Roger:

Bryony Willett, Maryhill CEO: "Roger is such a fantastic Chair because he genuinely cares about what we are trying to do at Maryhill. He makes himself available day and night and always has some wise, supportive words whatever I throw at him!"

Thenue Housing Association

Elizabeth Reilly



Statement of support

"This is a man's world, but it wouldn't be nothing without a woman!" Words to the song made so familiar by James Brown since 1966. In Glasgow, women have played such an important role in housing. From 528AD when St Mungo's mum was rescued from the Firth of Forth; through the 1915 rent strikes led by Mary Barbour; through 1960 when Jean Barr MacDonald Roberts became the first woman to serve as Lord Provost of Glasgow; through the significance of Annie Gibbons' Govan tenement, (and in particular 'Annie's Loo', 2013), and the gender make-up of all the voluntary committees across Scotland.

One such woman that has helped shape community controlled housing in Glasgow is Elizabeth Reilly. She didn't just work in housing, she started to plough the furrow that many women followed in the construction side of housing. That furrow began to take shape back in 1976, as a founder member of Mansel and St Monance Housing Association in Springburn. That over time morphed into what is today NG Homes, but 43 years ago she was one of a group of local people established to take over and regenerate the old Victorian tenements in Springburn that had fallen into serious disrepair.

Like so many housing professionals who have devoted much of their working lives to the housing association movement, Beth personifies the values of community based housing and the real difference it makes to people's lives. After helping to save those Springburn tenements, reflecting the true impact of people power which in so many cases defines the housing association movement, Beth moved to Coatbridge and despite an original plan to become a teacher, the housing bug had taken root!

She started work improving tenements with Govanhill Housing Association. She returned to Springburn to work for the then re-named Springburn and Possilpark Housing Association working with local people to

improve their homes and protect their community. It was the ideal opportunity for someone who helped set up a housing association - and in many respects the journey had come full circle. Beth replicated this work at Yorkhill, Cloch and Broomhouse, (now part of West of Scotland Housing Association), before joining Thenue in 1991. Her original role was Development Coordinator, then Development Manager and for the last 15 years, Head of Property Services

"Having worked in housing for so many years, Beth has been able to deliver new housing and improve existing ones at a scale second to none. She has made a huge contribution to Thenue over nearly three decades and we remain extremely grateful for her commitment, skill and contribution to our work. The community controlled housing movement remains very grateful for all that Beth has done over so many years, which includes also governing body appointments, acting on

behalf of the Scottish Housing Regulator", said Charles Turner, Thenue's Chief Executive as Beth's plan to retire was announced.

Patrick Flynn, Glasgow City Council's Head of Housing and Regeneration Services said *"I speak for officers across the City Council to support the application for the CIH Excellence in Housing award for Beth Reilly. I commend the application as it will recognise in particular Beth's exceptional expertise in leading on the provision of very high quality housing. I can also, personally, highlight Beth's personal attributes of diligence, self-motivation, and a talent for partnership working and sophisticated negotiating skills. These have been used effectively over her considerable career to ensure that she is and has been a role model for other housing development practitioners in the city. I can assure you that her talents will be sorely missed!"*

Outcomes and achievements

Thenue has a stock base of just shy of 3,000 units. Although celebrating their fortieth year this year, Thenue did not commence its 'landlord' role until 1995, when it took a transfer of 1,452 homes in Glasgow's East End. That date is significant for a number of reasons, but in particular because at that time Beth Reilly was part of the Thenue team that was responsible for achieving this successful tenant-led ballot and transfer.

Beth's achievements therefore have influenced both the quality and the quantity of housing owned by Thenue. Back in 2012, she set out to formulate a programme of work that would ensure that every

Thenue property was brought up to, what was, the 2015 Scottish Housing Quality Standard. What is even more impressive however is that when we look at the age characteristics of Thenue's housing. Beth has personally overseen the planning, the design, the construction and the sustainability of 1,505 properties. That is a massive 50% of all of Thenue's housing stock. One in two of every property owned by Thenue has had the Elizabeth Reilly personal stamp of approval associated with it. We challenge any other housing professional to come close to this statistic!

Eildon Housing Association

Bill Wilkie



Statement of support

William (Bill) Wilkie is a true pioneer and stalwart of the housing movement. He retired from the Eildon Housing Association Board on the 4 September 2019 following a truly remarkable 41 years of commitment, leadership and voluntary service.

Bill joined the Eildon Board in the very early days (1978) when the Association owned only three properties and was in a perilous financial situation. He leaves the organisation as one of the leading providers of housing and care services in Scotland – and above all others, the reason for this turnaround can be credited to him.

Bill is a chartered surveyor by trade and enjoyed an impressive career culminating in him being Director of Estates at NHS Borders and also lecturing in architectural management and construction economics at Edinburgh University. These skills have proved to be invaluable to Eildon over the years.

Bill quickly got to grips with matters at Eildon and became Vice Chairman then Chairman in quick order. Whilst Eildon was then in an insecure position, the heart of the organisation was clear. Eildon was created to rehabilitate patients living in a psychiatric hospital and allow them to live independently in the community. Bill has ensured Eildon have stayed true to these principals ever since.

Bill quickly ensured that Eildon secured an on-going development programme and this justified the establishment of a proper office base and the recruitment of a professional staff. Whilst having a proper infrastructure enabled Bill to concentrate on his duties as Chairman, he remained very active given the limited human resources available.

Once this initial situation was stabilised, Bill quickly agreed a strategy for the growth of the organisation, which remains largely intact today.

Bill is renowned for his professional knowledge, his wide and diverse range of contacts and his recall of detail. All of these skills ensured that he was able to create and lead a highly skilled and effective Committee for the Association and establish the high reputation that we still enjoy today.

A detailed account of these pioneering days is highlighted in the history of Affordable Homes in Rural Scotland produced by Raymond Young in 2015. The chapter on the Scottish Borders reminds us of the landscape of housing in the 1980s and sets out the innovations that Eildon and other Associations across Scotland delivered. The success of these developments is that we now regard such matters as integral to what Housing Associations do, however, at the time they were revolutionary and required people with the drive and commitment of Bill Wilkie to make happen.

As Eildon grew and developed, new skills and expertise were picked up. It is to Bills credit that he was always keen to share these with fellow Associations and Bill was central to long and successful collaborations with, amongst others, Rural Stirling Housing Association, the former Carrick Housing Association, Murray Housing Partnership, and our fellow Associations in the Borders.

As time went by and the organisation grew bigger and more sophisticated, Bill was able to perform the duties of Chair in a more orthodox manner. The next big transition he would manage was to retire from his position as Chair after 26 years.

Over the last 10 years, Bill has sustained his interest and commitment in Eildon as a highly respected and hardworking Board member and has been hugely supportive and helpful to his successors as Chair.

When asked at his retirement how he kept his passion for Eildon for so long, he replied that it is in his DNA. Bill is a housing hero of the likes that we may never see again and to which we at Eildon and the wider sector owe a debt of gratitude – remembering that, unlike many of us, he did this all as a volunteer.

Outcomes and achievements

Central to the creation, development and success of one of Scotland's Leading Housing and Care organisations

- 41 years of unbroken voluntary service
- 25 years serving as Chairman
- MBE for services to the community
- Pioneer of bridging the gap between housing, health and social care activities
- Generous contributor to the development and progress of fellow housing associations across Scotland
- Pioneered and overseen a range of innovative initiatives including:
 - Lead developer/development agency services to other Associations
- A high performing and innovative Care & Repair service

- The delivery of a highly regarding Construction industry forum
- Specialist housing and care services for older people, people living with dementia and adults with learning disabilities
- innovative funding and financial instruments - including bond finance.

Perhaps the biggest single contribution made by Bill over his 41 years of service is more difficult to quantify but relates to the countless fellow Board members that he provided inspiration for, to the numerous current and former staff members that he supported and demonstrated leadership to, and ultimately, to the thousands of tenants, customers and services users who have benefitted from the services delivered by an organisation that he has led and inspired for so long.

Homes for Good

Dr Susan Aktemel



Statement of support

Dr Susan Aktemel is a truly inspiring innovator within the housing sector across Scotland.

Established in 2013, Homes for Good is Susan's second successful social business focussed on encouraging equality and opportunity to some of the most vulnerable people in society. HFG is Scotland's first social enterprise letting agency which has now evolved into a dynamic social business group.

Susan consistently drives the company's core aims of developing housing solutions for the most vulnerable in society. She has led HFG pioneering investment model in the PRS< raising almost £12m investment over the last 5 years to purchase more than 250 properties, bringing dilapidated properties back to life and therefore creating good quality, affordable homes for tenants on low incomes or with additional support needs that regularly face exclusion & discrimination when trying to access the PRS. This model has now been adopted in other parts of the UK as a direct

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LAS - is Scotland's national accreditation scheme for landlords and letting agents promoting best practice in the private rented sector by offering training and education throughout Scotland.



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