



Chartered
Institute of
Housing
Scotland



**SCOTLAND
HOUSING
AWARDS 2022**

Good Practice Compendium

Sharing the lessons learnt from Scotland's
Housing Awards 2022

Headline sponsor:



Welcome

Welcome everyone to the 2022 Scotland Housing Awards. The awards tonight and the publication of this compendium is designed to recognise the great work that housing professionals and landlords are providing all across Scotland and quite honestly, it has never been needed more. After surviving repeated lockdowns, and a pandemic, our sector is in the midst of a cost of living crisis and now a recession which is jeopardising the homes and the livelihoods of our tenants, our neighbours, our communities and even our own teams.

We all know the issues we face, including the decision of the Scottish Government to legislate for a rent freeze and new eviction protections until at least March 2023 has brought these challenges into sharper focus. CIH Scotland along with partners across the sector will continue to make the strongest possible case for these measures to be lifted at the earliest opportunity so that you can continue to invest in your staff, your tenants, your homes and your communities.

But the breadth of challenges we face as a profession, from net zero to new supply and succession planning to eradicate homelessness, is exactly why these awards matter so much. It gives us a chance to celebrate each other, to learn from each other and to develop new ways of working that were previously unimaginable. When faced with a problem you and your teams are continually innovating and developing new ways of working, every one of this year's entries tells us this much. That is why the awards and this Good Practice Compendium have become the must-have record of the sector's achievement. It is a learning document, but I hope it also acts as an inspiration so you can deliver on our shared vision of providing sustainable and affordable housing. I hope you find it useful and it gives you a better insight into the fantastic work of your fellow professionals working across Scotland.

And congratulations to everyone who has been shortlisted, you are all worthy winners.



Callum Chomczuk

national director,
CIH Scotland

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EXCELLENCE IN CUSTOMER SERVICE

In a rapidly changing environment, the need to deliver excellent service is more important than ever. This award recognises housing teams who go above and beyond to deliver truly outstanding customer service.

Customer Experience Project

West Lothian Council



Statement of support

The Housing, Customer and Building Services Customer Experience (CX) Team was established in June 2021 as a two-year project. The team was set up to gather information on the HCBS customer experience journey, looking at all the touch points in the services, systems and staff.

The team speaks directly to tenants, customers and staff, using real lived experiences to gather information to shape the service, improve the customer experience, and ensure that services are less reactive and more proactive in meeting customers' needs. The team take a thematic approach to these discussions, focussing on priority (and high complaint) areas such as Affordability, Anti-social behaviour; Repairs services; Customer contact, support, advice and participation; New builds; Your home; Homelessness; Housing options and financial profile. 600 customers are contacted each month. What is unique about our service is that if a customer recommends a service improvement and implements it, we directly give feedback to the customers, thanking them for their improvement.

Our findings and recommendations for improvements are split into two categories:

Quick hits (minimal costs or resources) and long-term improvements (cost or resource implication)

The improvement recommendations are based on the needs and want of customers. By speaking directly to customers, CX ensures they have a voice and can communicate positive and negative feedback directly to each service, not only that the findings are fed directly into policy decisions and considered for consultations (such as the rent consultation). CX has reduced complaints in some areas with recurrent issues. CX team delivers transparency and confirms our customers are listened to, and the feedback is taken on board and actioned.

The improvement report is presented to the tenant's panel every quarter. It allows tenants to visualise what the team do, what improvements have been put in place, and what ones are progressing due to tenant feedback. The tenant's panel input their views on the improvements and can make further suggestions.

As a result of speaking to customers, the team have been able to map out the customer journey examining what touch points have been an excellent or poor experience for the customer and then recommending improvements based on this. The surveys have allowed the team to build a demographic of customers and identify trends in each area. For each survey, a customer profile is carried out, allowing the team to analyse who are customers are.

The customer ethos is about a business showing that it cares about its customers and keeps its promises. It means engaging with customers in how they want to engage, not forcing them down one particular route. So customer ethos draws on the omnichannel concept and also brings in personalisation. The CX team ensures the customer ethos is adhered to.

The CX Team launched CX Insight which provides support to other services outwith Housing, Customer and Building Services. We appreciate that our tenant's journey does not just end with us; there is an extensive cross overs with other services such as Operational Services / Corporate Services and Social Policy. We conduct CX projects for these services to ensure customers receive the experience they deserve.

In addition, CX launched CX inspect, which will see interested customers given a chance to use our services. Then tell us about their experience of accessing and receiving our services – and tell us what went well, what didn't, and suggestions about what works better or things our customers would like to see us do better – or stop doing. CX inspect will be necessary for how the service changes in the future.

Outcomes and achievements

We have 26 quick hits and 22 long term projects currently active and have implemented 10 all together.

We have received exception feedback here are just a few examples.

CX Insight: I am very grateful to the CX team for undertaking the customer experience exercise for Corporate Services, we have gained valuable insight into the perception of Corporate Services by our customers and thanks to the constructive way in which

that insight was captured and reported back we have a clear path to deliver improvement.

Oxford City Council: This was very valuable for me, so thank you for your generosity in reaching out, and taking the time to speak with me. Thanks also for the CX lead, they sound perfect for where we want to be. You seem very much in the lead, but if we can assist you at all please also feel free to get in touch.

EXCELLENCE IN HOUSING INNOVATION

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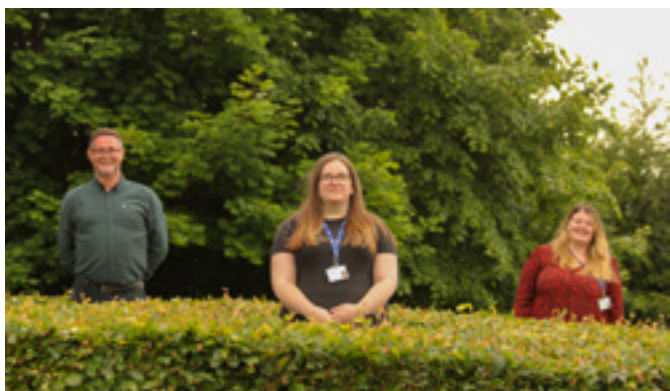
Scottish Federation of
Housing Associations

We are housing Scotland

This award is aimed at programmes or projects that can demonstrate how they have developed an innovative approach which has made a real difference in the lives of tenants or customers. This could be any new product, service, or technology - demonstrating innovation is the key.

Fuel Poverty Occupancy Assessments

Hillcrest Homes



Statement of support

Fuel poverty has always been an issue in Scotland, and driven further by the cost of living crisis and heavy energy price increases, it's a huge problem facing a vast number of households that is rapidly getting worse. Despite fuel poverty being one of the most pressing threats facing homes across the country, incredibly, a method of accurately measuring and recording it has never actually existed. So far, any gauge of the issue, such as the percentage of households in fuel poverty and the level to which they're struggling has been based solely on rough estimates and assumptions based on general trends. No organisation in Scotland has ever managed to create a system to accurately record fuel poverty - not even Scottish Government.

However, this fuel poverty vagueness is something Hillcrest Energy Advice Team has been determined

to address. After nearly three years of innovation, planning and sourcing funding, the team has become a national pioneer - launching the country's first ever system to record actual fuel household poverty levels and produce accurate statistics based on genuine real-life household data.

This ground-breaking innovation involves two key aspects. Firstly, the occupancy assessment enables a specific fuel poverty score for each household to be generated, revealing the exact level of fuel poverty it's in. It also enables accurate insights into fuel poverty trends to be observed and recorded, based not on estimates but on genuine verified primary data.

Secondly, this information then allows HEAT to arrange bespoke energy support that addresses issues recorded in the assessment to bring tenants out of fuel poverty, or at least greatly improve the score and therefore the living and financial conditions for the tenant.

The assessments are carried out either in-person, by phone or through a specially devised questionnaire. The precise fuel poverty figures and tailored support that can be offered based on the data are made possible as occupancy assessment records a range of key indicators:

- Household composition and age of tenants
- Energy supplier, tariff, usage and any energy debt
- Heating type, preferred temperature, heating regime and if any additional heaters are used

- If the property has a shower, and shower the household's usual shower usage as this is one of the highest energy uses in the home
- Kitchen appliances present, such as white goods, dishwasher and tumble dryer, and frequency of use. This helps calculate energy usage
- Information on household income including what benefits are claimed. This gives HEAT the income after housing costs are added to help calculate the fuel poverty score

Frazer Scott, Energy Action Scotland chief executive, said: "The cost of living crisis is placing incredible pressure on all households and many are at breaking point. Hillcrest Homes' HEAT Occupancy Assessment

ensures that the very best support can be provided to its tenants.

"It is ground-breaking in its engagement from young to old, the insight it can offer and for the bespoke advice and practical assistance it provides."

Angela Linton, Hillcrest chief executive, said: "Despite fuel poverty being a hugely widespread issue endured by millions, it is something that until now has effectively been almost impossible to quantify.

"However, HEAT's occupancy assessments are a ground-breaking national first step in generating real data on the issue, which can then be used to properly focus advice and support in tackling the issue."

Outcomes and achievements

With the concept of a functional occupancy assessment still new, HEAT is aiming to assess all 7,000 Hillcrest homes over the next few years, after which other organisations and Scottish Government may follow HEAT's lead in spreading the assessments further. So far HEAT has assessed over 1,000 households, with this data showing 80% of households in fuel poverty before April's energy price increase.

Based on the data and issues recorded in the assessment, some of the interventions available include:

- Assisting in changing to a cheaper supplier and tariff and looking at debt write off schemes

- Advice on how to use energy efficiently if the usage is high
- Requesting a heating upgrades from property services if required
- If there isn't a shower installed, following up on the fuel poverty score, HEAT can arrange to have one fitted
- HEAT can also refer the household to Hillcrest's Tenancy Sustainment Service (TSS) to see if tenants qualify for benefits or funding streams that need certain benefits to apply. This includes Warm Home Discount and debt write off schemes

Blantyre Care: Living with Innovation and Fully, Every day

South Lanarkshire Health and Social Care Partnership

Partner organisation: South Lanarkshire Housing and Technical Resources and Cruden Builders



Statement of support

The national Housing to 2040 Strategy highlights the challenge of designing housing and care in an integrated and innovative manner to enable increasing numbers of older people to live independently in homes that meet their needs and support their health and wellbeing.

South Lanarkshire's Health and Social Care Partnership have been working in collaboration with our Housing and Technical Resources and Cruden Building (Scotland) Limited on a multi-million-pound development in the heart of Blantyre that uses digital technology to meet national challenge and our local ambitions.

The site consists of a new state of the art care facility aimed at supporting people to return home or to a setting which best meets their needs and a Centre of Excellence to promote the delivery of health and care. The latter has been designed in collaboration with the Glasgow Science Centre to showcase how technology enabled care can be used to support people to live well, safely, and independently at home and is the first such collaboration between the Glasgow Science Centre and any Health and Social Care Partnership in Scotland.

The 45 barrier free houses within the development, includes 20 technology enabled properties (8 bungalows and 12 flats) which will be allocated through the Health and Social Care Partnership following a screening process. These properties will provide a housing environment which supports independent living for individuals, in particular older

people, who need a high level of care and support due to age, disability or illness including conditions such as dementia. The Partnership will equip each of the properties with a standard package of consumer technology which including a smart speaker, smart home technology and a video doorbell which can easily be adapted as it progresses. Assistive technology packages will also be provided through assessment and tailored to the individual needs of the tenant. There are a further 25 socially rented properties, part of the wider Home+ programme which is supported by funding from the Scottish Government's Affordable Housing Supply Programme.

This development was designed and constructed to be extremely energy efficient with features such as gas savers on boilers, smart meters, heat resistant curtain walling and higher levels of insulation that exceed current Building Regulation requirements. These measures have been installed to help keep bills as low as possible and reduce instances of fuel poverty. Electric vehicle charging points have also been installed to address the current move towards zero emissions.

Early feedback from the housing tenants has reinforced our aspiration that this development has already gone beyond being a new housing development and is a critical contributor to supporting people in their own homes for longer and to help them have a better quality of life.

Betty, the first resident to move into her home in Blantyre said she loves it but couldn't believe it was just for her and gave the development a ringing endorsement.

Betty, a double amputee, who due to her disability requires a wheelchair, said; "It is the most beautiful wee house that I have moved into. The kitchen is massive I thought they had made a mistake and given me a home like this, but it was for me.

"I really love it, I feel a lot of contentment in here".

Innovation is the beating heart of this development and of our wider commitment to supporting people to live well, safely, and independently at home. This aligns to our local and national priorities set out in our Strategic Commission Plan 2022-2025.

The benefits of this forward-looking development will truly be felt across the whole of South Lanarkshire, not only now but well into the future.

Outcomes and achievements

- The overall development champions the 'home for life' principle, allowing people to live as independently as possible.
- We will work to put people first and reduce inequality, focusing on people and their needs
- Despite the ongoing challenges and restrictions of the Covid-19 pandemic, we managed to continue with this innovative project.
- Our development is designed to be highly energy efficient and address the requirements of Housing for Varying Needs and Lifetime Homes.
- Net zero carbon
- Modern Methods of Construction
- Social/digital inclusion
- Solar panels, energy efficient heating systems, cavity wall and loft insulation

Effectiveness of Retrofit

Lead organisation: Loreburn Housing Association

Partner organisations: iOpt Limited



Statement of support

When looking at technology to help them assess the effectiveness of retrofit work, Loreburn decided to trial iOpt's IoT solution to assess a number of properties in a small village in Dumfries and Galloway.

iOpt uses specially designed internal environmental sensors, measuring CO₂, humidity and temperature combined with energy clamps to remotely monitor properties. The data generated is centralised on a platform for Loreburn to view and generates alerts and reports for Loreburn to act upon.

Very quickly Loreburn realised that the solution could be used to help manage their properties more holistically and improve the welfare of their tenants, providing early warnings of potential issues within their properties.

A property alert on the platform highlighted one property that was showing excessive CO₂ readings and high humidity of 75%. The asset team arranged a tenant visit, which uncovered blocked trickle vents and the mechanical vents in the bathroom and kitchen had been covered up by the tenant, who never used them.

iOpt produced a Tenant Engagement sheet, which

presented the data from the sensors in an easy-to-understand format, which the asset team used to explain the importance of good ventilation for the tenant's wellbeing and that the importance of reporting faults and explained the importance of the mechanical vents remaining uncovered and advised on the how to use them efficiently.

"After leaving the property we ensured a works order was generated to clean and repair the trickle vents. Following the intervention, the average daily CO₂ readings went from c1,750pp to c900ppm and humidity reduced to 60%.

"Without the sensors and data we would never have spotted this. A very cheap vent clean combined with educating the tenant, evoked a change in tenant behavior that has benefited both the tenant's health and helps maintain the property, preventing costly fabric issues that could arise from excessive humidity and poor ventilation. The next step is to encourage tenants to use iOpt's tenant APP, which will allow them to monitor the property themselves to help engage and educate tenants on how to live more comfortably in their home," explained Stuart MacKay, Head of Investment and Sustainability Loreburn.

In January, the platform alerted of a property in fuel poverty. iOpt monitored the property in conjunction with Loreburn for a two-week period. It was evident that only one room was being heated to a barely acceptable level of c18-20°C and the rest of the property was averaging c13°C.

A Neighbourhood Officer contacted the tenant, who reluctantly informed they were struggling to pay their bills. The tenant was reticent to tell Loreburn of their struggles and admitted to sometimes avoiding speaking to them. Loreburn provided the tenant with a fuel voucher and within a few hours of receiving it the average temperature in the property increased to c21 degrees. Throughout the winter period Loreburn continued to support the tenant.

Glynis L. Morris, Head of Housing, Loreburn said, "the role of the Neighbourhood Officer is pivotal in safeguarding our tenants. We would have never have been aware of this tenants struggles without using the iOpt solution. Tenant's mental health is clearly impacted by financial struggles, but most proud tenants don't air their troubles and struggle on. We want to help and will do everything we can, the day we stepped in to help this tenant was a proud and special one for our team".

Loreburn is now using the data to monitor how different house types are performing, this is allowing them to identify under performing properties and looking at how to address this which will ultimately make properties more affordable and comfortable for tenants to live in.

Outcomes and achievements

Project achievements include:

The asset team can assess whether the conditions within their properties are likely to cause damp and mould issues and treat issues before they affect tenant wellbeing.

Identifying high concentration of CO2 in properties and using the tenant APP to push notifications to tenants on the importance of ventilation to avoid headaches and dizziness.

Using CO2 levels in different rooms within a property to identify if a vulnerable person may have fallen and may need help.

Remotely diagnosing a problem, to save a visit to a tenant and disrupting their day.

Early intervention results in less disruption for the tenant, reduces costs to the landlord, which allows them to invest their money in improving properties rather than maintaining and troubleshooting.

Leak detection enables Loreburn to fix a problem before it causes costly damage to the property and the tenants belongings.

Combining environmental sensor data with gas and electricity metering data allows Loreburn to identify inefficient homes and improve building fabric to maintain heat in the home. Consequently, lowering running costs and reducing fuel poverty.

The solution enables Loreburn to provide improved living conditions ensuring that the home environment is comfortable, safe and complies with health legislation.

BeWell: Wellbeing & Tenancy Support Service

Lead organisation: Berwickshire Housing Association

Partner organisation: Penumbra



Statement of support

BeWell is a specialised tenancy support service for BHA tenants, aged 16 onwards, who have mental health and wellbeing support needs that impact on their ability to positively manage their tenancy. This involves early intervention to prevent tenancy breakdown. This service is jointly operated by BHA and Penumbra, a national mental health support organisation, and is jointly funded by BHA and the SPA Community Benefit Fund and Lintel Trust.

Pre BeWell - There was concern around the decline in mental health and wellbeing of some tenants, which was exacerbated by the impact of Covid and resulting periods of lockdown. There was a particular concern for those who were already struggling to positively manage their tenancy and where tenancy breakdown was thought to be most likely. The situation was compounded by the lack of community mental health services in rural Berwickshire and rising thresholds in accessing statutory mental health services. BeWell was devised to fill this gap and provide an early intervention and prevention approach to those most at risk of tenancy breakdown.

BHA have led the development and implementation of the BeWell model in co-partnership with Penumbra, a leading national mental health organisation in Scotland. This is the first partnership Penumbra has had with a social landlord in Scotland and the co-design of BeWell remains a critical element of this pioneering collaboration.

BeWell supports BHA customers by:

- Promoting independent living and addressing key factors that risk tenancy sustainment;

- Providing the range of emotional and practical supports which customers need;
- Reducing tenancy breakdown and rent arrears for these customers
- Reducing the number of empty homes created by tenancy breakdowns;
- Maximising access to BHA's tenancy support teams, these include the Tenancy Sustainability Managers, Neighbourhood Managers, and Befriending services;
- Connecting people rapidly to community-based personal and social support networks so that they feel safe and secure at home.

The model for BeWell is versatile and readily available for use by other housing associations.

The service has improved the mental wellbeing of tenants who otherwise were at-risk of losing their homes due to their inability to manage their tenancies as a result of their deteriorating mental health conditions. It has ensured that they have secure, sustained homes and renewed their hopes for the future. It has also resulted in an estimated cost saving for BHA of around 35k in legal costs alone by

preventing five future evictions. Intervention by BeWell is believed to have changed the trajectory where tenancy breakdown was a very likely outcome without such significant and specialist intervention.

BeWell is fulfilling its primary aim of supporting tenancy sustainment by addressing mental health and wellbeing through specialist support. BHA estimates that at least five probable evictions have been prevented during the 18-month pilot, strongly indicating that investment in this type of support pays for itself through savings on legal and court costs. A future objective of BeWell is to measure savings in BHA staff time when BeWell is positively engaging with customers as an alternative to BHA intensive support.

From the evidence and outcomes generated so far, BeWell is proving to be a critical asset for tenancy sustainment and is a valuable resource that BHA will continue to offer our customers. As a result of the success of the pilot, BeWell will continue for another year, 2022/3. This has been generously supported by a further grant from SPA Community Benefit Fund and the Lintel Trust. Longer term funding is being explored to both expand and extend the service with a likely focus on younger people to prevent early tenancy breakdown.

Outcomes and achievements

The pilot phase for BeWell was successfully completed in April 2022. The project reached its target of 30 referrals ahead of the projected schedule and almost all received an immediate service within 7 days of referral. This is above the national average time for receiving a mental service upon referral. Two thirds engaged were women (70%) and most were single (90%). Mental health, addiction and disability were the dominant underlying issues at referral. No evictions took place for those engaged by BeWell during the pilot phase.

The OutNav evaluation tool was used to gather a range of outcomes and concluded:

The BeWell project is attempting to do something radical and innovative. It is also aimed at working with people for whom other approaches and support have often proved to have minimal impact. Fundamentally, it is a relational project, focused on the belief that

good outcomes shall come over time when care is made to work with people as equals rather than simply as recipients of a service or intervention...we can meaningfully say that the support has played a significant contribution to any changes people have seen in their lives.

There is excellent evidence of a customer at serious risk of eviction who the housing association had been trying for many months to engage to create an arrears repayment plan. The BeWell service managed to quickly establish a relationship which has led to arrangements to creatively make use of funds to repay a significant portion of arrears and enter a payment schedule for this. Crucially there is also evidence of the customer now seeing value in a long-term tenancy whereas prior to this he had been fatalistic about being evicted and starting a cycle of homelessness and rehousing.

Revive Scotland

Lead organisation: Wheatley Group

Partner organisation: Homefinder UK



Statement of support

Revive Scotland is a pioneering service designed to assist and support women who are either homeless or threatened with homelessness and who are experiencing domestic abuse and looking to be rehoused away from their abuser for safety reasons - or to seek a fresh start.

The service works with female victims of domestic abuse wishing to move from one local authority area to another within Scotland. The service is a partnership between Wheatley Group and Homefinder UK.

Wheatley is Scotland's leading housing, care, and property-management group and one of the UK's best-accredited organisations. Owning or managing over 93,700 homes, Wheatley delivers award-winning services to over 210,000 people across 19 local authorities in Scotland.

Homefinder UK are a national housing mobility scheme who help individuals and households who either want or need to move.

Homefinder UK already had an established sister project with Revive England and were able to bring their experience and knowledge of the successful delivery of the project into the partnership.

Wheatley Group, with its size and scale, knowledge of the social housing landscape within Scotland, connections, and experienced Group Protection Team, brought a different dynamic to the partnership.

Bringing together both organisations in partnership has resulted in a vital service being developed to support victims with another option should remaining in their current home not be the safest or best option. It is a three-year project funded by the Scottish Government Registered Social Landlord Homelessness Prevention Fund.

The project is more than a relocation service, it is a project that gives people hope, the chance of a fresh start and a life without fear.

The project ensures women have access to suitable accommodation, strengthening the options available to victims and survivors to access safety. Through a case management approach choice is key to ensuring women are empowered to make their own decisions which is something often removed from them through the abuse they've experienced. The project staff work with the women to explore their requirements and aspirations and use their vast experience to engage with housing providers within the preferred area to secure suitable and safe accommodation to meet their needs. They engage directly with specialist support services and any services the women are engaging with, to ensure safety is prioritised throughout. A trauma informed and responsive service is adopted and provided throughout.

Due to the nature of the service, support continues throughout the relocation process and after date of entry, where vital follow-on support is provided as required on a case-by-case basis. This is fundamental to ensuring moves are successful and gives individuals the best chance of sustaining their tenancy. The project works closely with statutory and non-statutory agencies throughout, ensuring the most appropriate and tailored package of support is provided.

Applications to the project can come from any local authority in Scotland and there are four referral routes:

- self-referral
- housing sector referral (RSL/Local Authority)
- specialist services referral (e.g. Women's Aid, ASSIST)
- agency referral (e.g. Police Scotland Domestic Abuse Investigation Unit)

The project went live in July 2021 and has engaged with 143 partners across registered social landlords, local authorities, police and domestic abuse organisations. These partnerships have been crucial in ensuring victims are referred into the service. This collaborative approach has helped deliver excellent and innovative outcomes for victims of domestic abuse.

Revive Scotland has secured monies via Victim Support Scotland for a variety of financial supports e.g. removal costs and supermarket vouchers and worked with the Scottish Welfare Fund to have applications fast tracked. The project has recently secured an award from NatWest Circle Fund, which supports with essential purchases.

Outcomes and achievements

The service has assisted 16 moves to new, safe accommodation with three women moving to brand new accommodation and one to a shared ownership property. Seven moves supported families, including 17 children. These have been to nine registered social landlords and seven local authorities. The moves have included tailored wraparound support, such as home safety equipment including window and door alarms, linkage with domestic abuse specialist services and access to funding to support the women in building a new home in a place of safety.

There is a current case load of 21 cases with 14 having dependent children (32).

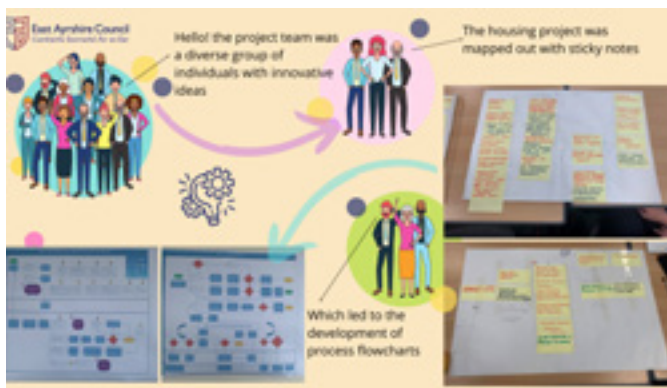
Here is some feedback from one of the women supported:

"I cannot believe this is going to be my house. I came down to view it and met the neighbours who are all lovely. I cannot believe how things have worked out. I am so grateful – my kids and I are going to be happy here."

The Empowerment Star product, part of the outcome star model, is used with the women to measure the distance travelled in terms of addressing the areas they identify as being most crucial to empower them to build a new life.

Housing Application and Allocation System

East Ayrshire Council



Statement of support

To improve the customer journey of the Council's allocations and applications system, Housing Services established a Project Team to create a person-centred, digitised Housing Register and Allocations system, in line with the Council's Digital Transformation Strategy.

A key aim of the project was to ensure that not only a more efficient allocations service was achieved, but that technology was embraced in order to deliver an unmatched online customer experience. Ensuring that applicants were able to create and update their housing application in an accessible, user friendly way was central to the project, which would allow applicants to be guided through the process with all relevant information at hand in order to make informed decisions about their application choices. It was clear that digitising the system would bring benefits for staff too, with automated workflow enabling more efficient back office processes.

Design sessions were held with the Project Team over a three month period to allow innovative discussion to take place around what the system should look like, with process maps produced detailing the Team's

ideas for an efficient, customer focussed solution. Feedback from the Team was overwhelmingly positive, with feelings of pride about what they had designed and the belief that this could be a "game changer" for not only the Council, but for social landlords across the UK.

The next phase of the project was to turn the design concepts into a workable reality. A meeting was arranged with MRI Software, the current provider, to seek their views on the Team's designs to ascertain their willingness to collaborate with the Council to develop a one of a kind, marketable product. MRI were extremely positive about the design and saw the potential for this unique system and agreed to work in partnership with the Council to make it a reality.

Despite the majority of the system's development taking place through a global pandemic resulting in all meetings being held remotely, this phase of the project was still remarkably successful due to the positive working relationships established between the Council and MRI. New development was released on a monthly basis and vigorously tested by the Project Team which, in turn, generated more ideas of what the Team thought the system was capable of and wanted it to deliver.

Throughout the project development phase, regular discussions took place with all relevant stakeholders including the East Ayrshire Federation of Tenants and Residents (EAF), Common Housing Register (CHR) partners, Equalities Team and Elected Members to ascertain their views and keep them informed about the progress of the system.

To ensure the customer was at the heart of the process, a pilot session was held with the EAF to gain their views on how the new system might work for prospective and current tenants in reality. The feedback was extremely positive and the Team

adopted some suggestions from the EAF and incorporated them into the final design.

Bruce Cuthbertson, Chairperson of the EAF, said:

“As someone who recently went through the allocation system, I knew a fundamental overhaul was needed but the resulting product is far beyond our expectations. As tenants and members of the Federation, we are proud to be an integral part of the process in which our ideas were not just listened to, but embraced.”

To date, there has been significant interest from a number of social landlords across the UK, resulting in many purchasing the system for use in their own organisation. This further highlights the success of the system and reaffirms the benefits this niche product can bring to the sector, which is testament to the Project Team.

Outcomes and achievements

The Project Team have created a ground breaking, digital experience for housing applicants, resulting in a niche product unlike any other available on the market. Its interactive and intuitive nature empowers applicants to manage their application, allowing them to upload documents, receive progress updates and request appointments. The system also allows applicants to attend “virtual tours” of properties they have been offered and respond online.

The system provides an end-to-end process, taking the applicant on a digital journey from completing their housing application through to signing their tenancy agreement, whilst providing key information at every stage, including stock information, turnover, and list positions, enabling them to make informed choices regarding their preferences.

As well as the benefits experienced by the applicant, the system enables a more efficient lettings process for staff due to its sophisticated automation, including the capability to automatically shortlist applicants, match applicants to void properties, and advertise vacant properties to ensure the best use of housing stock. Key performance information is also available at the touch of a button.

The system has gained significant interest from social landlords across the UK and Ireland, with over 100 purchasing the system for use in their own organisation.

WORKING IN PARTNERSHIP

Sponsored by: **LOVELL**
PARTNERSHIPS

This award celebrates partnership and collaboration across the housing spectrum.

Warm and Well Borders

Lead organisation: Scottish Borders Council

**Partner organisations: Citizens Advice Bureau;
Changeworks; NHS Borders**



Statement of support

Scottish Borders has higher than average fuel poverty levels and numbers of households which fall in to low income, or vulnerable, categories. In December 2019 Scottish Border Council, supported by the Borders Home Energy Forum, submitted a funding bid to the National Grid Warm Homes Fund. This successfully secured £551k funding to deliver the proposed two year project.

The “Warm and Well” Borders concept supported a more strategic approach to reducing fuel poverty and improving health and well-being through a multi-agency approach with particular focus on improving health and well-being of vulnerable households.

Warm and Well’s aim were to increase comfort, lower bills and improve the health outcomes of households whose health will be negatively impacted by living in cold damp homes. By targeting and working closely with health and social care services, for example by embedding referrals and the co-location of staff, the project aimed to better identify vulnerable householders and individuals suffering direct health impacts of fuel poverty.

The scheme required effective partnership working and cross referral between many stakeholders. The key delivery partners were Scottish Borders Council (Housing, Financial Inclusion and Social Care), Citizens Advice Bureau and Changeworks; collectively employing 6 FTE. Other key stakeholders included Home Energy Scotland, NHS Health Improvement leads & wider Health and Social Care services. Core delivery activity included front line engagement; building relationships with target groups and developing effective referral pathways across a number of key services and organisations through the link coordinator role.

The project focused on establishing innovative new partnerships with health and social care to help reach vulnerable groups and households whose health is likely to be affected by living in cold homes. This included the proposed co-location of Warm and Well staff with health and social care community teams and the integration of Warm and Well support into NHS community groups, in particular the Healthy Living Network which works in areas of deprivation to reduce health inequalities.

The Link coordinator sought improve referral pathways by working with a wide range of partners and services. In particular these included (but not limited to):

- Health and social care teams with high numbers of requests to support heating costs, e.g. social work community teams, mental health teams and learning disability service.
- NHS teams including the Healthy Living Network, NHS Wellbeing Service, What Matters Hubs and Early Years Centres
- Hospital discharge teams and specialist units for midwifery, respiratory, rheumatology and cardiac services; and
- GP practices.

Project partners worked with a range of services and professionals to embed referrals to affordable warmth support into services' systems. For example, Warm and Well designed affordable warmth pathways into social work's new 'Strata Health PathWays' referral portal. The Strata system is the "digital spine" that links and integrates systems and health and social care services to achieve the best possible patient outcomes. This system has now been rolled out for referrals from social work teams in communities and care at home services and can include referrals from GPs and wider health and social care teams, with NHS and Council systems being better connected.

Despite the significant impact of the pandemic on project delivery, partners were able to flexibly, and creatively, respond to restrictions and demands on services, continuing to ensure in depth support was provided and targeted to vulnerable households at a time where they needed it most.

Warm and Well partner's demonstrated extraordinary commitment to the project so support could still be offered to households during the most challenging of times for health and social care services, who were critical project partners. Given the context, the fact the project significantly exceeded targets initially proposed represents an incredible achievement.

Outcomes and achievements

In the 2 years March 2020- March 2022, throughout the peak of the pandemic, 771 Borders households across all tenures were engaged;

For those 771 households, £900,000 in additional financial benefits and energy savings were realised;

Lasting legacy in that affordable warmth identifiers are embedded in the Strata Health Pathways' digital tool which allows cross referrals to multiple agencies including CAB and Changeworks for energy advice and income maximisation;

Due to the success of the project Warm & Well has been extended for a third year (2022/23) through Scottish Borders Council funding;

Increased comfort, lower bills and improvements in health outcomes for households whose health could

be negatively impacted by living in cold or damp homes;

Improved targeting and identification of vulnerable households and individuals suffering direct health impacts of fuel poverty (e.g. respiratory and cardiovascular diseases, mental health, and minor illnesses such as flu and colds) through collaboration with health and social care services (e.g. embedding referrals / co-location).

Improved partnership working and an enhanced regional strategic approach realised;

Improved evidence base to inform future service planning;

Partners better positioned to respond to the current energy and cost of living crisis.

Ending Homelessness for Veterans'

Lead organisation: Riverside Scotland

Partner organisations: Veterans First Point and NHS Ayrshire and Arran



Statement of support

Supporting the provision of affordable and suitable housing for Veteran households is a key strategic objective for Riverside Scotland. As an organisation we are aware that there is often insufficient housing options for people who have been discharged from the Armed Forces, and a lack of sustainable support to

address the often complex needs of these households. We were keen to develop long-term supported housing options for Veteran's and their families, to ensure they are fully supported in their housing journey after serving their country.

In 2021 Riverside Scotland worked closely with Veterans First Point Ayrshire (VIP) and NHS Ayrshire and Arran to develop a Service Level Agreement, committing each organisation to the provision of new housing and support provision for Veteran families, to increase the housing options available to these households, and secure the long-term provision of support to successfully manage and sustain their tenancy. Every partner understood that the provision of housing must be combined with quality, person-centred support to maximize tenancy sustainment and prevent future homelessness, and to help Veteran families not just to survive, but thrive in civilian life.

The partnership with VIP provides a much-needed combination of secure and suitable housing, alongside support to address any mental, physical, emotional, and tenancy related needs for Veterans and their families, for as long as it is needed.

Riverside Scotland has committed more than 10% of new affordable homes at its latest housing developments specifically for military Veterans and their families who are being supported by V1P. This model allows for more than one Veteran household to be accommodated within the same development, providing opportunities for peer support and development of support networks across the local community.

Since December 2021 Riverside Scotland has housed ten Veteran households through the partnership with V1P at its Dundonald development - the country's first large-scale affordable modular housing development - in South Ayrshire. It has also committed to allocating up to 12 homes to Veterans at its Tarryholme development in North Ayrshire where it is building 77 new homes.

Both developments specifically address the housing needs of vulnerable households who are at risk of homelessness upon discharge from the Forces, or who require dedicated support to assist with resettlement.

All properties are built to Housing for Varying Needs Standards, to ensure that they remain flexible and adaptable to meet the changing needs of households over time.

Royal Highland Fusiliers Veteran Scott Devlin, 31 moved to Dundonald in December 2021 after being in and out of temporary accommodation for a year. Often unable to have his kids to stay due to the poor living conditions.

"Unfortunately, my army career was cut short when I permanently lost my hearing in one ear during a live fire exercise. Military life was all I had known and returning to civilian life wasn't easy. I was depressed, my relationship broke down, I was unemployed and found myself homeless. I was in a bad way and my mental health really suffered. I found out about V1P and haven't looked back. I am starting an engineering apprenticeship and to top it off I've been allocated a brand-new home. It's a completely new start for my family and I can't thank the team at Riverside Scotland enough!"

Provost Iain Campbell who is also Veterans Champion for South Ayrshire Council toured the new development and met Veteran residents on 1 August 2022. "It can be difficult to adjust to life outside the Armed Forces, the importance of being able to access suitable accommodation is hugely important. This development ticks all the boxes and is helping these families put down roots."

Outcomes and achievements

- The V1P partnership has successfully supported 10 veteran households into permanent accommodation (period December 2021-August 2022) in Dundonald, South Ayrshire.
- Riverside Scotland has exceeded its 10% target at Dundonald with 16% of homes on the 63-unit development allocated to veteran households.
- The project has undoubtedly enhanced and transformed the lives of so many families including the Cairns family who were on the waiting list for 7 years and moved into a three-bed house at Dundonald in January 2022. Lauren said,

"Nathan served in the infantry and on leaving the army we were faced with the difficulty of finding a permanent home. This has improved and transformed all aspects of our life significantly. It's so much more peaceful than the flat, the kids love playing in the garden and we know they are safe. Our home is so light and spacious - such a contrast to before. It's given Nathan a chance to breathe and we are enjoying the lovely countryside views - we absolutely love it! We really appreciate the support from Riverside Scotland, South Ayrshire Council and Veterans First Point in getting us to our happy place."

Fife Voices Housing Advocacy Project

Lead organisation: Kingdom Housing Association

Partner organisations: Fife Housing Group, Glen Housing Association, Ore Valley Housing Association



Statement of support

The Fife Housing Association Alliance is a group of Registered Social Landlords, collectively managing over 9000 social rented properties in the Fife Local Authority Area. The partners of the project, Kingdom Housing Association, Fife Housing Group, Ore Valley Housing Association and Glen Housing Association came together to form the Fife Voices Housing Advocacy Service, which has been funded for three years through a grant of £167,000 from the Scottish Government's Homelessness Prevention Fund.

Over the three-year duration of the project, the service aims to give a voice to customers at risk of homelessness by providing self-directed advocacy support to those who encounter barriers to accessing quality outcomes. With a strong social prescribing role, customers accessing the project have access to detailed knowledge of the range of support available—such as grants & entitlements, support providers, social services and health. Of particular importance are referrals from new customers who have come from a homeless background, particularly, the vulnerable.

Recruitment for the 2 Housing Advocacy Posts was completed through Kingdom Housing Association's 'Naumann Initiative', which aims to break the cycle of homelessness by giving those experiencing homelessness a secure job and tenancy; along with the support to make a success of both. The first referral for the service was received on 13th May 2021 and since then 178 customers have accessed the service.

The first year of the project has provided some amazing examples of how Housing Associations can

work collaboratively to provide quality outcomes. It is hoped that the project will inspire similar partnership projects in the future.

Bill Banks, Kingdom Group Chief Executive said, "I am delighted with the success of the Fife Voices project and the Impact Report demonstrates the great work that has been delivered in the first year. The first referral to the project was on 13 May 2021 and less than a year later the project had received its 100th referral. Fife Voices is a positive example of the continued collaborative working between the partner Housing Associations and will help to deliver a meaningful contribution to wider strategic efforts to reduce homelessness in Fife."

Of particular importance to the project are referrals from new customers who have come from a homeless background and who are vulnerable, such as those with direct experience of domestic abuse, care leavers, ex-offenders, ex-members of the armed forces and those with serious health conditions. The project also works to support children and low-income families.

Gavin Smith is Service Manager, Housing Access and Homelessness, at Fife Council added, "Fife Voices demonstrates the Fife based housing association's commitment to prevent homelessness and generate sustainable services to vulnerable people. The early evidence is encouraging and we need to build on this as we pace up all of our RRTP priorities. There is no doubt that we face really challenging times ahead and it is vital that we continue to build our partnership approach to homelessness prevention and housing insecurity through projects such as Fife Voices."

Customer Testimonials:

"The support I received was incredible so personally I wouldn't improve anything"

"I can not think of anywhere the service could be improved. Thank you so much."

"I feel the service was first class. You supported me when I was struggling with my anxiety."

"You are doing a fantastic job and I'm so grateful to the team"

Customer Satisfaction

26 Customers who have completed end of service satisfaction surveys, reporting a 4.9 out of 5 satisfaction rate. All service users would recommend the service to a friend or family member.

Outcomes and achievements

178 customers supported so far

26 customers have successfully completed their engagement with the service

High service satisfaction rating (4.9 out of 5)

£128,934.23 of estimated customer financial gains have been secured for customers. This includes £31,520.50 of Community Care Grant applications, £27485 of disability benefits and just over £8000 of Council Tax and Discretionary Housing Benefits.

1633 Non Financial Outcomes were reported over the last year. This includes 762 advocacy appointments, 278 instances of correspondence support, 144 forms completed, 24 repairs reported.

Another key outcome the team have worked to deliver is our Furnished Social Tenancy Pilot, providing 22 furnished tenancies to social customers in receipt of benefits. Breaking down the barriers posed by furniture poverty for those taking up tenancies.

Developing the Housing Advocacy Workers recruited through the Nauman Initiative has been a key outcome of the project. Staff are completing Chartered Institute of Housing Level 3 Qualifications in Housing Practice in the second year of service delivery. And one is also part of the YWCA Young Women Who Lead programme,

LINK Group Development, Dunbeg Phase 3 - Productive Partnership Working at its Best

Lead organisation: Link Group

Partner organisations: West Highland Housing Association (WHHA); Scottish Government; Health and Social Care Partnership; Argyll and the Isles Countryside Trust



Statement of support

The 300-house, £63m development being delivered by LINK Group at Dunbeg, near Oban, Argyll, with housing management services provided by WHHA, a LINK subsidiary, is a development of unbelievable magnitude in this rural area. It has provided a golden opportunity to deliver a range of innovative partnership initiatives within the last 12 months, since the first of the new homes have been occupied. These partnerships make the development so much more than just bricks and mortar. They give a focus for the integration of the new and existing community at the same time addressing many of the strategic challenges in this rural area.

Reversing de-population in the area is a strategic priority in Argyll and Bute and working with HOMEArgyll partners a local lettings initiative was developed to ensure that the allocation of up to 33% of the new homes would be allocated to

households working in the area who had unmet housing needs. This has made a significant difference to our wider community partners' ability to attract and retain workers into key services such as teachers; nurses; police officers and bus drivers. Without the opportunity for housing that this development provided there was a risk that most of these key workers would have had to leave the area or not re-located here.

The Health and Social Care Partnership have had a long-standing aspiration to create a dedicated accommodation resource for people with learning-disabilities, with the aim of supporting their independent living. This is something that can prove a significant challenge within our rural setting in Argyll. A service level agreement between WHHA, Health and Social Care Partnership and Affinity Trust was developed to utilise a block of flats in the Dunbeg development. The SLA outlined the respective roles of the partners and enabled us to support the realisation of these aspirations via the creation of a core and cluster supported living project. This project provides the opportunity for the local social work team in collaboration with local support provider, Affinity Trust, to meet the needs of their clients in a co-ordinated way enabling greater independence and an improved quality of life. One of the new tenants told us moving to this flat 'has made such a big difference to my life'.

It is a planning requirement for the development to create a community woodland. This was one of the most testing of the planning conditions to deliver. However, a shared ambition between ACT, Link and the Dunbeg Community Woodland Group has ensured the community woodland will be planted at the end of this year. ACT has negotiated an agreement with Scottish and Southern Energy Network (SSEN) to deliver the compensatory planting scheme in Argyll. The Dunbeg Community Woodland

Group has been established as a charity to ensure that the woodland created, fulfils the aspirations and goals of the community, and will provide the opportunity for local residents to maintain the woodland area whilst developing horticultural skills. The woodland project is providing an opportunity for new and old residents to come together to create a lasting legacy for their shared environment.

ACT's Woodland Co-ordinator has said "ACT are proud to be working in partnership with SSEN, the West Highland Housing Association, LINK, and the local community woodland group to establish 7.5 hectares of native woodland at Dunbeg. This woodland creation will provide a community space for recreation and volunteering opportunities, alongside contributing towards the expansion of Argyll & Bute's rainforest habitat. Enabling local communities to contribute towards Scotland's 2045 net zero and 2030 biodiversity targets."

Outcomes and achievements

- A strategic partnership is delivering a £63m project of 300 new homes with multiple associated community benefits
- Opportunities for partnership working are being embraced to deliver enhanced outcomes for the wider community
- Effective partnerships have been created at both strategic and practical levels
- Within the last year accommodation has been provided for 40 households delivering essential services.
- 6 people with learning difficulties have benefitted directly from the offer of independent tenancies and dedicated support
- A new Community Woodland Group was established
- The community woodland is a catalyst for building strong community links between the new residents and residents in the original village.
- The woodland is providing a focus for the new expanded community to engage with existing residents and create a special place where enthusiastic volunteers will provide local people with a sustainable woodland environment.
- The project contributes to the fight against climate change as the trees lock-up carbon and reduce pollution and flooding.
- Wildlife is supported and a contribution is made to the recommended increase in woodland.

Grange St Andrews

Lead organisation: Kingdom Housing Association

Partner organisation: University of St Andrews



Statement of support

Introduction

Kingdom Housing Association and its subsidiary, Kingdom Initiatives, have worked collaboratively with the University of St Andrews to deliver an innovative partnership housing project to meet housing needs in a pressured housing market area.

Background - the problem

Founded in the fifteenth century, St Andrews is Scotland's first university and the third oldest in the English speaking world. It is frequently ranked in the top 100 in the world and, in 2022, in the top 3 in the UK. It is therefore highly sought after, but out of a student population of over 10,000 it is only able to provide accommodation for 4,000 - which puts huge strain on both availability and rent levels in St Andrews and surrounding areas.

This has a particular impact on potential post-graduate students, many of whom have families. The lack of availability can be a deciding factor in determining whether the University is able to attract both post-graduates and staff on short term contracts (such as fellowships and visiting professors).

Solution

Having been impressed with an affordable housing development constructed by Kingdom Housing Association in the area, the University approached Kingdom to see if it would partner on a project to construct homes at mid-market rents for that target group. The University had identified a plot of land it owns as ideal for the purpose and offered it to the project.

The two organisations have been working collaboratively on the project ever since, and a formal joint venture was set up in October last year between Kingdom and the University called Grange St Andrews, via a Limited Liability Partnership.

Architect's plans were drawn up for the construction of 61 homes, and a contractor appointed to carry out a feasibility study on the site and provide a cost of construction. Despite the extremely challenging external environment impacting on both construction material supplies and prices, the partners were able to develop a viable financial model for approval by the selected investor.

The project is being financed by an innovative "income strip" financing model with M&G, a well known global asset manager, in which M&G agrees to finance the construction costs and associated professional fees in return for the LLP entering into a 45 year lease agreement. At the end of the lease term the building ownership is transferred from M&G to the LLP.

Using this financing method enabled the project to proceed without the need for either partner to commit any upfront investment, and without any public subsidy. The partnership was able to select a building partner to ensure the outcome would be the perfect product for the target market.

The new LLP will continue the partnership approach through the joint governance, management and maintenance of the new homes.

Sustainability

The houses have been designed with low-cost sustainable construction in mind, built to Kingdoms high quality design and specification criteria. Sustainability formed a key part of the design following a Carbon Futures specification to reduce the impact of the project as far as reasonably practicable. A "fabric first" approach was adopted with a focus on high quality windows and enhanced insulation in the walls, foundations, ground floor structure and roofs to reduce heat loss.

Summary

The project demonstrates a partnership between Kingdom, University of St Andrews and M & G, working collaboratively with the contractor and private sector consultants to deliver an innovative affordable housing project meeting an unmet housing need in the area. The University has already intimated its interest in continuing the partnership with Kingdom on successor projects

Outcomes and achievements

The development is now underway to supply 61 new homes across a range of house types, within an attractive landscaped development as illustrated in the plans.

The residential development comprises a mix of 2 and 4 bed cottage flats, and 2 and 3 bed houses, with sufficient car parking for two vehicles per unit, private gardens, a community amenity landscaped area and a landscaped SUDS pond.

The project delivers an affordable housing development, without the requirement for public subsidy.

The partnership approach will continue after the properties are completed through service level agreements with the LLP, with the University

overseeing furnishings, allocations and rent agreements, and Kingdom responsible for finance/administration services, ongoing maintenance of the buildings and grounds.

By providing an affordable housing option this project not only removes pressure from the town's existing rental market but also supports mature students, younger postgraduates and colleagues at the outset of their careers.

The project offers an alternative to higher cost private rentals in and around the town and will assist in attracting and retaining staff from the global community. The intention is to continue collaborating on future projects tackling the accommodation shortage.

Peoplehood

Lead organisation: Blackwood Group

Partner organisations: Innovate UK and a consortium of nine industry partners



Statement of support

Peoplehood is a 3 year, £12m project focusing on the challenge of helping people live for 5 more productive years by:

- Designing homes which support residents to age in place
- Sustaining physical activity
- Managing common complaints of ageing through creation of affordable products and services to improve self-reported health and wellbeing
- Supporting social connections by reducing isolation through gamification
- Creating healthy and active places

Peoplehood is jointly funded by Innovate UK and a consortium of nine industry partners who have come together, investing money and time, to co-design products and services in 3 neighbourhoods in Scotland. This ground-breaking approach to partnership means that industry, social good, and academia have a real life environment to test and collaborate with residents and local stakeholders the products and services that will make the most difference to their lives and help them to live happier, healthier lives.

Blackwood and the consortium have already impacted over 500 local people during Peoplehood as it comes through year two by:

- Delivering 12 local sport and exercise programmes across the 3 neighbourhoods.
- Installing neighbourhood outdoor gyms and activity centres in the neighbourhoods.
- Providing local free high speed connectivity and devices for 300 homes.
- Holding multiple co-design and co-creation sessions

- Co-designing the new Blackwood Design Guide with local people.
- Creating local equipment stores where people can access free aids, adaptations and equipment to help them live more independently and help local people self-prescribe solutions to health and wellbeing.
- Providing E-Bikes and electric vehicles for local people to use free of charge or at very low cost.
- Created the MyLife App, a 'virtual me' in my 'virtual neighbourhood' in a where local people can play out their aspirations as they age, through gamification, setting goals, tracking progress and staying motivated with support of others. This also forms the platform for neighbourhood 'Value Exchanges' where local people can support each other by carrying out tasks for rewards.

As Peoplehood moves into year 3 it will help deliver more in the neighbourhoods including testing out a new approach to adaptations integrating digital technology with familiar products to change people's lives, building 66 new homes in Dundee with this technology and testing 24 hour responder services.

Peoplehood would not have been possible without a fundamentally different approach to partnership creating a consortium, with committed and financially invested major worldwide industry partners such as Canon, Enterprise and Cisco, alongside academic partners like the University of Edinburgh, through to smaller important partners like Lewis and Hickey architects and Mydex. Each partner has signed a global Collaboration Agreement agreeing not only to invest in Peoplehood, but also to share learning and Intellectual Property as the project progresses. Innovate UK have been fundamental to the project investing £6m with Peoplehood the only project in Scotland to have been successful, and the largest single project in the Trailblazer fund in the UK.

This new approach to partnering has already demonstrated its worth with new data showing the impact of these products and services emerging daily and being analysed at the Datalab in Edinburgh. This has allowed those services to be iterated in real time to maximise the impact. For example, items held in the equipment stores are not only determined by demand, but also by the impact it is making on the lives of local people.

Blackwood and partners aren't done yet. By summer 2024 the consortium aims to have co-designed and tested products and services ready to be launched onto worldwide markets and across Scotland that will help people live happier, healthier lives. It is this innovative approach to partnership, that will deliver even more for longer.

Outcomes and achievements

Stage One of Peoplehood has made significant impact on the neighbourhoods it is in which are Buckie, Charleston in Dundee, and Cardonald in Glasgow. In the 18 months it has operated, the local people in the neighbourhoods have seen new sporting activity and wellbeing groups launched, new infrastructure like outdoor gyms, social prescribing hubs, free connectivity with devices and training, and innovative digital options like the MyLife App.

The most important thing about the delivery of these products and services is that they have been co-created and co-designed by local people through a series of workshops and capturing real-life, real-time,

data. There are over 500 active local participants in Peoplehood. As part of the Stage 1 evaluation, some quotes from local people include:

'It's a small piece of equipment but it's changed how I get around my home. It's changed my life.'

'I couldn't afford to be online without this.'

'I feel fitter already - I could hardly walk to the shops before and now I'm on a bike'

Stage 2 of Peoplehood will see the integration of quantitative data to provide the full picture of what helps people live happier, healthier lives for longer.



EXCELLENCE IN DEVELOPMENT FOR AFFORDABLE HOUSING

Despite the disruption caused by the pandemic, Scotland's housing sector has continued working hard to deliver much needed affordable housing. This award is aimed at developers who have built new residential developments in any recognised affordable tenure.

Claish Farm, Callander

Lead organisation: Lovell Partnerships Ltd

Partner organisation: Rural Stirling Housing Association



Statement of support

Lovell designed and constructed fifty units for social rent at Claish Farm, Callander, on behalf of Rural Stirling Housing Association. It is the largest affordable housing scheme built in the National Park, for many years. The need for more affordable housing in the area was identified by community consultation.

Claish Farm provides a variety of housing, including homes suitable for people of working age with families and people of any age with accessibility requirements. Analysis of waiting list demand combined with community consultation informed decisions regarding house sizes and types, with the final housing mix comprising 1, 2, 3 and 4-bed semi-detached villas and semi-detached and detached bungalows, with 7 properties in the development being wheelchair accessible.

As the development, is located at the gateway to Loch Lomond and The Trossachs National Park, the design concept had to be sympathetic towards the surrounding area ensuring links to the national cycle route, integration with the town and the use of finishing materials such as natural stone walling and timber cladding.

Lovell worked closely with the National Park Planning Authority to ensure they interpreted the specific requirements correctly; a strategic working group made up of representatives from planning, SEPA, Scottish Water, SNH, Historic Environment Scotland, the local roads department and transport Scotland was formed to progress the development.

The local ecology and variable ground considerations were also key for the design concept, and Lovell sought to protect and enhance biodiversity throughout the construction and in the final built environment. A bespoke drainage scheme was designed to respect and enhance the natural environment.

All houses were Lovell's own standard house types which are designed to a Band B in terms of energy efficiency which includes higher levels of insulation and more efficient boilers. All houses also included PV panels to produce cheaper, greener energy.

Two pre-application consultation events were held at the neighbouring McLaren High School, at which the development design proposals were presented. Both events were well attended and feedback from the local community and from statutory consultees led to amendments to the design such as the use of a gateway feature for traffic calming, movement of house types within the development to improve visual amenity and inclusion of 4-bed houses.

In addition to community consultation events, a Claish Farm website was published for all key stakeholders. Other engagement included discussion with a local ecologist which provided ideas for possible methods of increasing the wildlife value of the development. As a result, a 'hedgehog highway' was incorporated into the development design.

Following planning approval, the consented design was presented to the Callander Community Council at their meeting in June 2019 by RSHA and Lovell.

The project brought 30 jobs to Callander, including 14 joiners and 6 brick layers. Trades were appointed through a local meet the buyer event held at Forth Valley College.

2 work experience placements were also provided to pupils of neighbouring McLaren High School.

Lovell are currently working with the Ripple Retreat, a charity based in Callander that helps families of young cancer patients unwind during challenging times.

They will help the Retreat provide a Glamping Pod for families.

Ewan MacDonald of Macdonald Cameron, the client's representative stated. "Almost all of the construction was carried out under Covid 19 restrictions and Lovell Partnerships were excellent in their response to the requirements. RSHA used Claish Farm as an exemplar of how to operate within the Government requirements for other sites opening at that time."

Outcomes and achievements

Addressing housing need - The need for more affordable housing in the area was identified by the community and through consultation on the Local Development Plan, with feedback indicating many local people find it difficult to afford to live and work in the area.

Energy efficiency and Placemaking - The new homes benefit from solar PV, high levels of insulation and exceed space standards and the wider development setting is well thought out, including a link path to the local leisure centre, a play park and bus stop to connect the new community to the existing community. The picturesque location also offers excellent views.

Successful Stakeholder engagement - this was key to the successful delivery of the project which involved close liaison with many stakeholders including the National Park Planning, SEPA, Scottish Water, SNH, Historic Environment Scotland, the local roads department, Transport Scotland, the Local Community, the local School.

Delivering A Viable Project - The project was challenging, with various associated abnormal costs. Lovell worked proactively with RSHA to develop various value engineering measures to bring the project within budget and achieve funding approval from the Scottish Government which received approval in 2019.

Main Street, Torryburn

Kingdom Housing Association



Statement of support

Main Street, Torryburn phase 2 completed in August 2022 and complements the first phase of affordable housing which was delivered in 2019 to provide 8 homes for social rent. The new homes are an attractive addition to the village.

Built upon Kingdom's track record of delivering energy efficient affordable homes, Torryburn Phase 2 represents a significant and exciting step towards the implementation of the Association's new net zero strategy.

Located on a small gap site in an old port community on the northern shore of the Firth of Forth, this development provides four highly energy efficient

and aesthetically pleasing homes for social rent. Specifically designed to facilitate the design brief of achieving net zero, this development comprises both general needs and amenity standard homes (2 Bed/4 Person) to meet identified housing needs in the area.

Local resident engagement took place from the outset through a range of virtual and face to face events to discuss and agree construction plans, boundary treatments and health and safety arrangements given the sites close proximity to existing homes.

Driven by Kingdom's net zero ambitions and the desire to use modern methods of construction these new homes have been built using an innovative form of panelised off-site construction. Timber panels arrived on site pre-insulated, with pre-installed windows and doors, fitted with a first course of external render and internal plasterboard, significantly reducing both the construction period and material wastage, whilst also offering a greater thermally efficient structure as a result of factory quality controlled manufacturing. Contractor "Campion Homes are delighted to have worked in partnership with CCG to deliver off site construction on such a challenging small site. The use of a fabric first approach to construction will help reduce energy demand which is just as important as reducing carbon emissions".

Each of the new homes benefit from a variety of renewable technologies, most notably a low carbon source of heating in the form of an air source heat

pump. With no gas supplied to the development, the electrification of heat through the provision of air source heat pumps greatly decarbonises the development, enabling Platinum Accreditation to be achieved for Aspect 1 of the Building Regulations Sustainability Standards. Additionally, this development benefits from solar photovoltaic panels, waste water heat recovery systems and solar lighting columns, all of which contribute to further reducing carbon emissions.

The efficient use of energy will not only reduce each new home's load on the wider energy network, but will also considerably reduce heating costs and energy consumption for tenants. Given recent, and forecasted energy price increases, the predicted running costs underpinned by the installed renewable technologies will be of great benefit in terms of affordability.

The new homes comply with Housing for Varying Needs, Secured by Design Gold Standard, and

Building Regulations enhanced Sustainability Standards. Over and above the aforementioned, this development also pilots sensor technology which will gather data relating to the indoor environmental condition of the new homes, including temperature, humidity and CO2 levels have been fitted throughout. Given the significant impact that living conditions have on an occupant's safety, health and mental wellbeing, these sensors will provide actionable insights to enable the creation of a healthier and safer living environment. In the short term Kingdom plans to engage with the new tenants to raise awareness of the benefits that this technology can offer.

In conclusion this development will serve as a benchmark development to help better understand the benefits of building to net zero which will inform future design and is an excellent example of good practice which can be adopted by others within the sector.

Outcomes and achievements

Project developed through an innovative off-site panelised system, that delivers social rented homes to meet local needs and includes a home designed to amenity standards for those with an accessible housing need.

Energy Performance Banding 'A' achieved.

All homes have a range of renewable technologies installed.

Built to Net Zero Carbon Standards complying with Building Regulations Platinum Aspect 1 and Silver Aspects 2-8 sustainability levels.

Collaborative design team and supply chain approach resulting in the achievement of the net zero standards brief to support Kingdom's strategic objectives and the Scottish Government's Housing to 2040 Strategy and carbon reduction ambitions.

Use of an innovative form of modern methods of construction through collaborative working with the main contractor and off site system provider.

Form of construction used significantly reduced the build programme and inconvenience to the neighbouring properties.

A range of community benefits delivered including training and employment opportunities - 3 Apprenticeships and 1 job created along with donations to the local primary school.

Secured by Design Gold Accreditation.

Introduction of Sensor Technology Pilot in-line with SFHA's Healthier Homes Initiative.

Project Case Study being produced to compare against more traditional build approach and benefits will be shared amongst the sector.

Kilmarnock Road, Dundonald

Lead organisation: Connect Modular

Partner organisation: Riverside Scotland



Statement of support

Kilmarnock Road, Dundonald is a 63-home modular housing development delivering much needed affordable housing in the South Ayrshire Village.

Using the modular construction method, site preparation works can occur simultaneously resulting in a considerably reduced project timeline. Our client can therefore meet this demand much sooner than if they had opted for the traditional build approach.

With construction underway in March 2021 and concluding in October 2022, this ambitious project has been turned around in just 19 months. The phased approach enabled handovers to be completed in stages, with the first residents moving in in November 2021.

Incorporating a blend of house types, the development includes sixteen 1 bedroom cottage flats, nineteen 2 bedroom townhouses, sixteen 3 bedroom houses, two 4 bedroom houses and ten 2 bedroom amenity bungalows.

With mixed housing types attracting tenants at different stages of life, it was important for design choices to encourage community building. Outdoor fences were designed at a low-height to encourage interaction between neighbours whilst a play park was built for children.

Over 10% of the homes have been allocated to military veteran households, specifically addressing the housing needs of those who are at risk of homelessness upon discharge from the forces, or who require dedicated support to assist with resettlement.

All properties are built to Housing for Varying Needs Standards, ensuring they remain adaptable to the changing needs of households over time. This level of provision exceeds the capacity provided for veterans in most other housing developments, relative to build size.

By housing veterans in close proximity, there is a unique opportunity for connection with others who have shared similar experiences, further fostering the development's sense of community.

The environmental credentials of modular construction are impressive and was a driving force for client Riverside Scotland when appointing Connect Modular to build this development.

In November 2021 Riverside Scotland's Interim Managing Director Morag Hutchison commented: "Developments like Dundonald allow us to tackle the housing crisis at speed and scale as well as helping housing providers and local authorities to achieve government targets, not only around housing but climate change too. The use of offsite technology has made a real difference in lowering the environmental impact. Energy consumption, building running costs and overall energy efficiency levels have been substantially improved by specifying offsite technology."

In comparison to an equivalent, traditionally built project, up to 67% less energy is required to produce a modular building and construction waste is up to 85% less than on traditional sites.

The modular homes in this development have been designed with solar PV panels and a highly insulated building envelope, resulting in lower energy consumption and huge savings on energy bills for tenants. Infrastructure has also been installed to facilitate the future use of electric car charging points for residents.

Centrally located, the development is situated adjacent to the local primary school and other amenities such as restaurants, garden centre, bowling green and parkland. It also benefits from the existing pedestrian and vehicular infrastructure, access to local amenities and the main commuter routes via the M77 to Glasgow, Kilmarnock, Irvine and Ayr.

Connections to Dundonald will be enhanced further to the benefit of the existing community and new residents, with the addition of two new bus stops upgraded to include real-time passenger info.

The Kilmarnock Road development has significantly boosted employment in the local area, with 11 Ayrshire based contractors hired to support the project. A total of nine new jobs were created including 5 Joiners, 3 Joiner's Mates and a Production Manager. Furthermore, there are 6 apprentices assigned to work on this project, with 2 employed at the Connect Modular factory in Cumnock and 4 working on site with our sub-contractor Hope South West.

We have maintained a close relationship with the site's neighbouring primary schools, Dundonald and Netherthird, assisting them with quarterly activities and relating to the house-building process and health and safety.

We are extremely supportive of Higher Education for Construction and have helped no fewer than four students with primary research for their dissertations since this project kicked off. In-depth questionnaires were answered for students at Napier and Strathclyde Universities, whilst Glasgow Caledonian Student Jonathan Lee visited our facility in March 2021 for a

tour and Q&A session with our Managing Director. This helped him to write his dissertation entitled 'Can modular construction aid in the reduction of carbon emissions in the UK construction industry' for which he received a first-class result. Then in October 2021 we welcomed staff from Ayrshire College including a construction lecturer and the college's Head of Skills.

This year we have worked with the Construction Innovation Centre Scotland who received a factory and on-site tour then conducted three in-depth interview sessions with colleagues in relation to our Management Systems.

Outcomes and achievements

- As Scotland's first largest modular housing development, this project has considerably raised the profile of offsite construction, promoting its benefits across various media platforms including tv, radio, podcasts and press.
- The project itself showcases the innovative modular construction method: delivering affordable housing that is high quality, energy efficient, cost effective and quick to complete.
- Since the project kicked off, Connect Modular has hosted multiple tours of its factory and site, enabling local authorities and government representatives to see the process in action and ask questions.
- It has attracted significant interest across the Scottish housing sector, particularly amongst housing associations. Connect Modular has partnered with Riverside Scotland at various SFHA events to share our experience.
- Tenants valued being actively engaged from an early stage. Current resident Nathan Cairns who visited the factory in July 2021 said "My wife and I really enjoyed seeing the new properties being built in the factory and getting an overview of the development process. We couldn't believe it only takes approximately five weeks to build the modules before they are moved to site."
- This project contributes to the Scottish Government's target to deliver 110,000 affordable homes by 2032, of which 70% will be for social rent.

Fraser Avenue, Inverkeithing Phase 2

Kingdom Housing Association



Statement of support

Built in 1956 the Fraser Avenue estate comprised 236 common access flats and was ranked in the top 15% of the most deprived areas of Scotland. The unpopular flats were in poor condition with no defined public space and minimal internal daylight resulting in severe condensation and high fuel bills. A stigma took hold resulting in a distinct lack of civic pride and sense of community.

Designated an 'Estate Action Area' in 2004, Fife Council decided to demolish their existing flats and transfer the land to Kingdom who was selected as the developing partner to build, own and manage the new housing.

This submission relates to Fraser Avenue Ph2 - 61 homes for social rent completed in April 2022 and complements the first phase of affordable housing which was delivered in 2019 to provide 53 social rent homes and 3 new shops. The new builds form part of a large-scale community-led regeneration project which aims to replace the unpopular social rented flats with c.189 new energy efficient affordable homes on a phased basis.

A cross-organisational team approach was adopted to deliver the project objectives; this was overseen by the Project Implementation Board (PIB) which included representatives of Kingdom, Fife Council and Local Elected Members.

Extensive community engagement took place from the outset through a series of workshops and consultation events to establish key design principles to help create a new sense of place and ownership ; these included a pedestrian and cycling focused public realm, more sustainable building materials and a people focused terraced street design. The masterplan addresses community feedback through a placemaking framework.

Driven by a vision of what a re-imagined Fraser Avenue might be, the finalised design creates a safe and enjoyable space to live with low density homes with active frontages, private front and back doors, secure private gardens, clearly defined open amenity space and play facilities. The materials used are robust, easy to maintain and responsive to the context. The design maximises solar gain and integrates effortlessly within the wider community.

Authentic architecture delivers formal frontages with parking and individual bin stores integrated into garden boundaries defining each property. Openings have been formed to emphasise neighbourliness. Entrances to upper flats are located onto gables of the terraces to activate the end conditions and animate the elevations onto the adjacent streets.

The housing mix is based on the identified housing needs for the area and tenants wishing to remain

in the estate and comprises general and particular needs (amenity and wheelchair) homes ranging in size from 2-5 bedrooms. Returning tenants were given the opportunity to choose their ground floor layout along with internal/external fixtures. The new homes comply with Housing for Varying Needs, Secured by Design Gold and Building Regulations enhanced sustainability standards to help the environment and reduce tenant's energy costs.

The play area and village green have been designed in collaboration with the local school. Inverkeithing Primary "We're delighted to be working with Kingdom, this is not only a great learning opportunity for our children as they discover construction but our partnership helps our community spirit grow allowing our children to take pride in their community".

The design and delivery approach has helped remove barriers to build a strong sense of place, meet local needs and deliver high sustainability and environmental standards.

The project has helped transform a once stigmatised area into an authentic sustainable new neighbourhood with quality low carbon affordable homes; providing community direction and engagement. The project reinforces the need to work collaboratively to achieve mutual goals, share good practice and help recreate a sense of community.

Outcomes and achievements

Community direction and engagement from the outset.

Designed through supportive and collaborative partnership working involving a range of partners.

Dedicated webpage and social media platforms.

Tenant choice.

100% overall resident satisfaction. Tenant "I love my new home and everyone in the street is great. Most of all I love how the kids are always out playing as it's such a safe environment".

Community-led street renaming.

School initiative including play equipment selection.

Provision of central village green offering play facilities and a focal point.

Community benefits delivered including construction academies to enhance employability opportunities and promote life chances; 7 jobs, 18 sustained and new apprenticeships and donations to local bowling club, school, gala and foodbank.

Built to enhanced sustainability standards including Photovoltaics and public electric vehicle charging provision.

Scored highly on aspects of the Place Standard demonstrating a safe and enjoyable place to live.

Tenancy sustainment offering financial advice and support.

Improved reputation helping people feel proud of where they live.

Collaborative design team and supply chain approach to support project objectives.

Secured by Design Gold Accreditation.

3D model and visuals produced and used to help the community understand the design proposals. The model is displayed in the local school.

Lockerbie Academy and Old School Regeneration

Lead organisation: Cunninghame Housing Association

Partner organisation: Lockerbie Old School SCIO



Statement of support

In October 21, Cunninghame Housing Association (CHA) completed 45 new homes on the former Lockerbie Academy site including 3 wheelchair adapted properties and 9 amenity flats. The project meets clear local need for affordable, quality housing. The design and layout address the gaps in the previously fragmented urban edge of Glasgow Road, forming a new sweeping crescent to create a shared surface street within the heart of the site and completing Dryfe Road up to the new Lockerbie Academy/Primary School campus via new semi-detached blocks which respond to the character of surrounding properties. This development is shortlisted as finalists in 2 categories at the 2022 Herald Property Awards Scotland.

CHA engaged with the local community to form a new streetscape with a strong sense of character. The housing mix creates a sense of community, combining two storey housing and a series of amenity ground floor cottage flats, suited to elderly residents, in end terrace locations allowing for dual aspect corner living spaces. Site design affords residents the opportunity to participate in the activity of the street whether inside or out. Project design emphasises simple, recognisable, features that improve domestic life - covered entrance porches, bay windows, well-proportioned spaces, and generous external spaces. The buildings complement the existing local context using a material palette of stone and slate with a single, red, facing brick selected to closely reflect Locharbriggs sandstone, creating architecture with a sense of weight and permanence, evoking the qualities of high quality public housing built in Scotland in the early 20th Century.

Reinforcing this sense of place CHA and main contractor Ashleigh Construction undertook community benefit activity with Lockerbie Primary Parent and Carers Council - raising over £53k to create an outdoor classroom and inclusive play park for local children and those with complex disabilities. Their Chairperson, Caroline Spencer, said "We are thrilled with CHA's support. Our school is a Public Private Partnership. Getting anything built within the school grounds is fiendishly complex and expensive so this was a challenge. With CHA's help we raised all the funds needed and negotiated the best possible terms for installation and ongoing maintenance of the project."

Adjacent to the site lies the Victorian, former Dryfesdale Old School building. Lockerbie Old School SCIO (LOS) took ownership of this via a community asset transfer from Dumfries and Galloway Council in 2020. As part of CHA's commitment to being "More Than Just A Landlord", they are working in partnership with LOS to transform the site into a £4.5m Well Being Centre and 8 assisted living flats.

Public consultations on the social and economic issues facing Lockerbie and the changes local people, groups and businesses want to see in their town prioritised providing new learning, personal and cultural development opportunities, supporting existing and new community organisations and businesses to develop and bringing key services to the town.

The Centre will act as a catalyst and focal point for the social, economic and physical regeneration of Lockerbie Town Centre - providing 1006m² of space including a Learning zone, conference and meeting space, business space and Makery. CHA are assisting LOS with business planning, Design Team management, construction procurement, governance and financial management services. The capital funding package being assembled has a proposed site start date of September 2022.

Gillian Moffat, Secretary of LOS outlined the impact of the partnership "CHA has transformed a previously derelict housing site into a stylish, modern housing development warmly welcomed by the community. The Lockerbie Old School Committee are excited to be partnering with CHA on our project. Their expertise, community focus and dedication to create positive change are second to none"

Outcomes and achievements

No new social housing or housing for varying needs has been built in Lockerbie since the 1980's. Prior to CHA's Lockerbie Academy development there were 489 units for social rent in the town. The additional 45 units CHA provided significantly address housing need when there are 400 applicants for accommodation within Lockerbie and only 37 other social rented units available in Kintail Park - the letting area for CHA's new stock, with a waiting list in excess of 200 and only 2 vacancies in the previous year.

The redevelopment of the Lockerbie Old School will improve community well-being by providing

over 1000 sqm of new space for people to meet, learn, contribute and connect enabling increased participation and contribution to community activities. Over a 3 year period around 450 young people will engage in learning and development to improve their skills and life chances whilst around 400 older people and vulnerable groups will be able to participate, volunteer and contribute to social, cultural, learning and community programmes. The space will enable 30 community organisations, social enterprises and local businesses to access support and quality business and meeting space to deliver new services and create local jobs.

Abergeldie Road, Ballater - affordable housing development

Grampian Housing Association



Statement of support

A former listed primary school has been converted into one of Grampian Housing Association's latest affordable housing developments. The site was identified in the Local Plan for affordable housing given the huge shortage in Ballater as recognised by Cairngorms National Park Authority. A new community has been created with benefits to the wider area including employment opportunities, support for the local economy and protection of the local primary school by increasing the number of households with children of this age group on the school role. The development is in a conservation area and the regeneration was done in accordance with planning requirements and sustainability aspects were also fully met.

Significantly, the development has brought an old building back into use. It sympathetically combines retention of old buildings with modern new build. The accommodation comprises of 24 properties, a mix of one, two and three bedroom flats and two and three family houses. The ground floor accommodation is aimed at the ageing population in Ballater and young single people who cannot afford to move out of their

parents' homes. There are also adapted properties with level access showers. We are supporting a local family who has a child with disabilities to provide accessible housing.

The development attracted Scottish Government funding of £1,791,984 while GHA borrowed £2,338,907. Aberdeenshire Council Top Up Grant amounted to £198,000. The contract value is £3,464,710. The project also qualified for RHI (Renewable Heat Incentive) funding of £282k over 20 years.

Community engagement

The delivery of affordable housing with the support of the community of Ballater is a recognisable achievement and community engagement has been integral to the success of the project.

While the community of Ballater expressed the need for affordable housing, there was some resistance from neighbours in the immediate vicinity. The original Planning Application was recommended for approval but refused by local members. It went to appeal but as there were no legitimate grounds to reject it, GHA obtained planning permission. Even after the planning appeal was successful, GHA listened and worked hard to alleviate neighbour concerns by taking into account their feedback in regard to planning issues. The development was redesigned to reduce the number of units and density of the site and access to the site was changed to address issues about traffic. The local community was involved in the site walkabout at the time of the appeal. Meeting and exceeding the requirements of the planning process, drop-in events were held in the village hall. The development plans were on display in the architect's office in the village and the community had the opportunity to comment.

Senior Association staff attended community council meetings and the community council was consulted on the Local Lettings Plan.

Partnership working

External partners include the Scottish Government, Aberdeenshire Council, Cairngorms National Park Authority, Gordon Mitchell Contractors (building contractor), McCue & Porter (Quantity Surveyor), Ian Rodger Associates (Architect), Ballater & Crathie Community Council and local residents.

There was liaison with Aberdeenshire Council in regard to the Housing Need and Demand Assessment to ensure long-term strategic housing needs were met. The Local Lettings Plan was developed in consultation with Aberdeenshire Council and Crathie Community Council. This collaboration was important to ensure that local people benefitted from the housing.

Design quality and location

The development was designed to retain and maximise use of the existing building with the old school, pavilion and existing school cottage converted

into houses. The quality of the refurbishment is extremely high. Real slates, traditional harling and lime mortar have all been used while window openings and the style of timber windows have been retained. In addition, modern extensions and annexe buildings were removed to return the school to its original design. Other practical outcomes include including repointing, treating dry rot and wet rot, reslating, high levels of insulation, new windows (window openings were retained to maintain the heritage of the building) and use of sustainable materials such as timber cladding in some parts. There are good areas of external open space and high quality landscaping contributing to the rural feel of the development.

To ensure the carbon footprint of the new development was mitigated and, as well as future-proofing the properties from a reliance on fossil fuels, ground source heat pumps were installed to provide heating and hot water to the new properties. This will also provide cost savings to tenants

Outcomes and achievements

The development provides affordable housing now and for at least the next 30 years as it will remain as social housing. It will continue to be a huge benefit for the community for decades to come.

The development is in a desirable location, close to local services and amenities so a school, shops and recreation facilities are all on the tenants' doorstep. All of these factors make it a desirable housing development and one where people want to stay so it will continue to be in demand with vacant properties being quickly reallocated.

Ballater is GHA's first development where we are trialling Switchee, a Smart Asset Management tool which ties into our wider sustainability strategy by monitoring the building's health and optimising energy use. Lowering bills and reducing energy consumption makes it good for tenants and the environment. In line with the Association's cyclical maintenance programme the development will be maintained to a high standard throughout its life.

Longniddry

Places for People Scotland



Statement of support

Places for People Scotland (PFPS) is one of Scotland's leading housing associations, with over 10,500 homes and 8,600 customers across Scotland. Places for

People Scotland is committed to the long-term success of its neighbourhoods, helping people thrive, no matter who they are or where they live.

Among its locations is Longniddry, where it is working in partnership with land promoter Socially Conscious Capital and landowners Wemyss and March Estates to create a new community.

The subject of this entry is Places for People Scotland's development of 39 affordable rent homes aimed at people over the age of sixty, including those who have experienced homelessness.

Affordable and attainable homes

These 39, two-bedroom properties comprise 35 apartments and four cottages, each with their own private outside area, plenty of parking and access to large communal grounds. All enable independent lifelong living, having been designed for occupation

for the long-term as residents age and may develop increasing support and care needs.

Affordable rents ensure the homes are attainable; rents range from £427 to £451 - and they compare favourably with other homes in East Lothian.

Community engagement

Longniddry has been developed to integrate seamlessly with the local community. PFPS have engaged with existing residents throughout the past decade to help shape the plan to meet the needs of the area.

PFPS worked with the Prince's Foundation for Building Community and Socially Conscious Capital on a long-term consultation with the community. This process saw proposals presented to residents as early as 2014, before being refined in line with their feedback. It was highly innovative to engage with residents at such an early design stage.

Great design in a great location

In line with the feedback from local residents, Smith Scott Mullan - an architect behind some of Scotland's multi-award-winning developments for older people - was commissioned to design the homes.

The homes are positioned in a square around a central courtyard garden to promote community interaction and prevent isolation. They are at the heart of the development and within easy reach of a planned village green, wildflower meadow and restored mill pond.

The design combines the architectural traditions of East Lothian with some complimentary modern features. The properties are of a very high standard, with design features to meet the needs of older people and with generous indoor and outdoor spaces. Each home features two bedrooms, enabling carers or family members to stay overnight and parking spaces are provided.

Every home has large windows, which is an important feature for the target audience. These help to combat issues that can be faced in later life, such as a sense of isolation, and provide natural light, which can be particularly helpful to dementia sufferers.

Inside the homes, features include an entrance vestibule designed to house mobility scooters and wheelchairs, giving residents a suitable storage space while allowing safe and uncluttered access to their homes.

New amenities nearby include a hub at the heart of the village, which will see a historic farmhouse and steading transformed into a café and shops. Residents have easy access to the Longniddry Community Centre, which also houses the village library and is the base for local activities. PFPS has a tenancy advisor on hand, signposting customers and liaising with internal teams, external agencies and support groups to help residents build new lives in their homes.

Outcomes and achievements

The homes have transformed the lives of the people now living here.

PFPS worked in partnership with East Lothian Council to assess individual needs to find customers a suitable home.

One customer had been living in a homeless shelter following years in an abusive relationship; another initially thought she would be living in one room of a flat, never having had her own tenancy before. When told the whole home was for her, she said she was "over the moon".

Residents Tom & Linda said: "It's such a great community, everyone looks out for each other and we feel safe." Iain & Ann said: "We love our new home

here. Our house is amazing and suits us down to a T! The village has so many great facilities and great transport links. There is so much lovely nature and I have bees and butterflies in my garden - something I didn't really expect from a new build development."

PFPS has helped to deliver better outcomes for those who may struggle financially, securing housing, pension and other benefits that customers were entitled to. A financial inclusion team and a heat and energy advisor are also available for customers to speak to.

EXCELLENCE IN TENANT SCRUTINY

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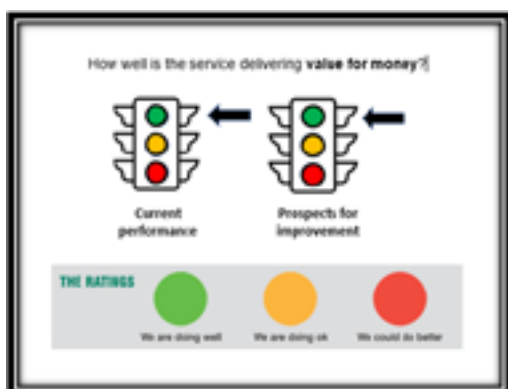
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Riaghaltas na h-Alba
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This award is aimed at landlords and their tenants who can show excellence in working collaboratively to carry out a piece of scrutiny work, or to embed scrutiny within the culture of the organisation in ways which have led to positive change, improved service outcomes for tenants and/or enhanced the lives of tenants and communities in some way.

Working in Partnership

Lead organisation: Link Housing Association

Partner organisation: Link Tenant Scrutiny Panel



Statement of support

Link has a well-established tenant scrutiny panel. It was established in 2013, when interested tenants and senior Management took advice from the Tenant Participation Advisory Service (TPAS).

All members completed the CIH/HouseMark "Stepping up to Scrutiny" training. Terms of reference that set out the roles, principles and working practices of the panel, were most recently reviewed, and approved by Link Board in 2020.

The Panel reports its activities direct to Board. As part of the reporting process, Link provides a written management response to the Panel setting out how it will take account of findings and recommendations.

Link promotes the tenant scrutiny panel to tenants through website and newsletter articles and housing officers tenant participation referrals.

A key challenge for the Panel was how it would continue to work during the pandemic. Jointly with Link, it developed a business case for new equipment that would allow it to work virtually.

Panel members were provided with new laptops, Link email addresses and Microsoft 365 accounts. Link's tenant engagement team supported Panel members to use the new equipment and Link's Digital Services team provided specialist cyber security training.

The new equipment and skills allowed the panel to remotely undertake a scrutiny inspection of Link's benefit, welfare, money, and debt advice services. This service was being delivered remotely, with an increasing demand from tenants.

The Panel wanted to establish how staff were coping with changed working practices, increasing demand and on-line communication. They were keen to assess how the pandemic had affected service delivery. Crucially they wanted to establish the impact of this on tenants, whether they continued to get the help they needed from this vital service, and whether it represented value for money (Scottish Social Housing Charter indicator 13).

Working with managers of the service, the Panel were supplied with performance and satisfaction data from the integrated case management system "Advice Pro" and financial information from Link's accountancy department. The Panel then compared cost, performance, and satisfaction for the 6-month periods pre and post lockdown.

To gather their own qualitative performance information, the Panel independently interviewed staff delivering the service, tenants who had used the service and third-party support agencies such as food banks and Starter Pack Scotland.

Interviews with staff took place on Microsoft Teams. Telephone calls with tenants took place in Link's largest meeting room, with Panel members socially distanced and using hands free conference call equipment with windows open for ventilation.

Staff spoke of how they were able to almost double their workload as they were not travelling to face-to-face interviews. Tenants spoke of the relief the service brought them, in one case describing the service as “life-saving”.

The Panel reported that Link was delivering a very high-quality service achieving excellent value for money, despite being delivered virtually during the pandemic, with forty percent increase in referrals.

The scrutiny has demonstrated the value of this service. All Link tenants can be reassured that the service they receive will continue to be of a high standard. The report recommended further investment to address concerns about the cost-of-living crisis. This will take the service from good to great.

To present value for money findings clearly to Link Housing Board, in a way that would not be lost in a text narrative, the Panel developed its own visual tool to demonstrate their value for money findings, which can be seen below.

The Panel’s findings were welcomed by Link’s Board and senior management who praised the logistics of delivering the scrutiny remotely. Recommendations were accepted in full. Panel members also noted that the positive outcomes have embedded scrutiny more thoroughly within Link.

Outcomes and achievements

Following the scrutiny, Link requested that the Panel’s report be accepted as independent validation of its accreditation from the ‘Scottish National Standards for Information and Advice Providers’. This was accepted and is the first time a tenant organisation has been allowed to independently validate the accreditation.

The Panel agreed to repeat its scrutiny every three years to fulfil the requirement for ongoing independent validation. This will ensure high standards are maintained.

Link made the following changes following the Panel’s recommendations:

- Tenant Fuel Advisor recruited.
- Hybrid working pilot launched which will further investigate the positive outcomes of hybrid working identified in the scrutiny report.

- Display screen equipment and workstation assessments of home workers have been completed.
- Link has committed to increasing the use of technology, such as ‘Near Me’ to ensure hybrid working provides the best outcomes.
- A question worded by the scrutiny panel, in relation to the future delivery model of advice services, will be asked in the customer satisfaction survey.
- Link will use all opportunities to promote its advice services to mitigate the impact of the cost-of-living crises.

In July, delegates from Cluid Housing Ireland, travelled to Scotland to meet the Panel and learn about world class tenant scrutiny.

CHA Scrutiny In Action

Lead organisation: Cunninghame Housing Association

Partner organisation: CHA Tenant Scrutiny Group



Statement of support

Cunninghame Housing Association are extremely proud of their scrutiny work developed in partnership with tenants and service users. Scrutiny is fundamental to how CHA monitors and improves services.

The Association were keen to work more closely with their tenants and service users to receive independent reviews and scrutiny of their services, supporting improvement and growth. CHA has a strong base on involving tenants and service users, who supported the launch of Cunninghame Scrutiny Group (CSG).

CHA learned that removing the fear factor was key to success - something all partners had, to varying degrees. This was achieved by jointly agreeing a scrutiny framework outlining remits, roles and reporting arrangements.

By working together, tenants could establish their agenda and facilitate service improvement.

Willie Clarke, Chair of the Cunninghame Scrutiny Group stated: 'Our role is to ensure we bring a customer perspective to independently review and scrutinise Cunninghame's performance. We decide which areas to scrutinise. Cunninghame staff are very supportive. The Board has agreed most recommendations and we work well together to drive services forward'

The CSG carry out detailed research to determine each scrutiny project, based on performance in the Annual Return on the Charter, including tenant satisfaction information, and produce an action plan for each exercise. They use a range of methods including desk top reviews; interviews; benchmarking; shadowing; inspections; site visits; mystery shopping and surveys. Recent scrutiny activities carried out include:

- o Customer service standards review - recommendations were incorporated in the design of the Association's new reception. Staff were trained on new standards.

- o Gas safety procedures and practice review - more information on no access/forced entries/capping is now recorded and benchmarking shared.

The CSG has shown incredible determination to continue their valued work, completing scrutiny activities during the challenges imposed by COVID-19 including:

- o Antisocial behaviour policy review - following changes in legislation, recommendations were made to ensure it embraces diversity and equal opportunities and eliminates unlawful discrimination.
- o ASB information leaflet - CSG drafted and made design recommendations for a new leaflet to reflect the revised policy, making it more user friendly.
- o 2021 satisfaction survey- CSG worked with the researchers to review the format and content to adapt to COVID-19 restrictions, ensuring a high response rate.

John Kelly, CHA's Chairperson commented: 'CSG have recently presented their recommendations on updating the ASB policy and a new tenant advice leaflet. These have already been implemented. ASB is a very important issue and we value the work of the Scrutiny Group to ensure we get things right'.

The Association has developed an excellent partnership with tenants and service users, facilitating discussion on issues and finding joint solutions. Cunninghame and CSG meet regularly, with updates provided to local tenant and resident groups and staff. Scrutiny is a standing agenda item at management meetings, and tenants are updated on activity through newsletters, the annual performance report and presented at the annual tenants conference.

The CSG have responsibility for agreeing the format of the annual report to tenants. The Annual Return on the Charter is reviewed by the group, and staff understand performance accountability to the organisation's Board, the Scottish Housing Regulator and tenant community, including the Tenants Scrutiny Group. The Association has approached the Group in the past to request support in reviewing areas of service to ensure tenant-led service design and improvement.

Frank Sweeney, Group CEO commented 'Our approach helps us to have a better understanding of the needs of tenants and service users. Dialogue between the Association and CSG has been very productive. We work together to improve performance, develop services and meet our tenants' needs and aspirations'

Outcomes and achievements

Examples of positive achievements in tenant scrutiny include:

- o CSG has 12 trained members who have grown in confidence, knowledge, and skills.
- o Tenants Information Service (TIS) support CSG and CHA to ensure an independent and innovative approach.
- o Scrutiny is embedded into CHA's culture.
- o CSG are significantly influencing continuous improvement.
- o Surveys highlight improvement in satisfaction

A specific example is CSG's involvement in the design of the 2021 Tenant Satisfaction Survey. This was more challenging than the previous survey, but the response rate was still very high. It returned high levels of satisfaction across many areas, the impact of COVID-19 on service delivery, including:

- o Keeping tenants informed
- o Involvement in decision making
- o Complaint resolution
- o Repairs services

This demonstrates positive impacts of the CSG's action plan and exercise in customer service. Recommendations, which were fully implemented and supported by the Association, included:

- o Staff training to ensure consistency in services across all CHA's areas of operation, improving satisfaction levels.
- o A dedicated social media and marketing role created to improve CHA's digital offering.
- o Commencement of a new scrutiny exercise targeting three areas where satisfaction levels had decreased - bin areas, common landscaping, and door entry systems

Aberdeenshire Sheltered Housing Tenant Forum

Aberdeenshire Council



Statement of support

Aberdeenshire covers an area of 6,313 square kilometres (2,437 sq. mi) and the Sheltered Housing Service has 61 Sheltered Housing complexes across the region. Aberdeenshire's geographical size and rural nature presents challenges to travel, rural connectedness and digital connectedness. The Aberdeenshire Sheltered Housing Tenants Forum was formed in 2012 and have met quarterly each year, with approximately 14 - 20 tenant representatives out of a possible 1700, the meetings have been traditional face-to-face meetings, where the tenants come together with housing staff to discuss ongoing concerns with the housing services. Issues focused on individual Sheltered Housing complexes and the tenants often 'kept' issues to raise at the forum instead of highlighting them at the time and being resolved timeously, which was frustrating for the tenants and the sheltered housing staff team.

During Covid restrictions the meetings changed to 'virtual' meetings using tenants own laptops /tablets or the ICT equipment provided to tenants via the connecting Scotland initiative. A new chair and vice chair were voted into position in 2021 and since then the forum meetings have changed significantly with an adaptable and inclusive approach to widen ability for all to take part. The new and transformational approach reaches out to as many Sheltered Housing tenants as possible to get their views with the aim to enable change and enhance the lives of Sheltered Housing tenants and communities. The forum representatives have methodically visited each of the 61 Sheltered Housing complexes to highlight the work the forum is undertaking, promoting and encouraging more tenants to get involved and join the forum and to take on board the tenants concerns.

The Sheltered Housing tenants forum have formed four tenant led subgroups who meet with housing staff inbetween the quarterly meetings, there are currently up to 5 tenant representatives on each subgroup, but the aim is to increase this to up to 8 - 10 attending each subgroup. The subgroups are concentrating on themes including communication, staffing, buildings, and finance, and they are scrutinising ways of working, housing performance and costs. These new innovative tenant led groups are being supported by the Sheltered Housing service to scrutinise the whole housing service with a view to embed and improve joint working between tenants and housing for the overall benefit of the tenants. The partnership working being achieved is linked in to the HRA Tenant-Officer working group, as well as Rent Strategy Member-Officer working group, ensuring a clear line of scrutiny which influences Council's governance. This new approach is transformational and aims to challenge

the organisational culture within housing and embed a new approach to tenant participation to work alongside all Housing service teams. One obstacle has been to get staff 'buy in' and get staff to sit with tenants to actively listen to tenants concerns, which is a change to how concerns are traditionally raised using a complaints system. The biggest barrier faced is the geographical size of Aberdeenshire, so the use of technology has been a key factor to support and facilitate tenant engagement, acknowledging that Sheltered Housing tenants often struggle with mobility,

or rural connectivity to attend face to face meetings, so the concept has been to take the meetings to them instead of taking them to the meetings. With external funding SMART TV's have been installed in each of the 61 Sheltered Housing complexes, the initial aim was to promote meaningful social activities in communal lounges and reduce the sense of social isolation. The smart tv's are enabling tenants to come together digitally as a wider community within their own complex and connect the tenants to the tenant forum meetings.

Outcomes and achievements

In partnership with Aberdeenshire Sheltered Housing service the tenants are using an adaptable and inclusive approach to widen ability for all to take part. This has transformed the way the forum works and with the working groups has transformed the way scrutiny is done within the Sheltered Housing and wider housing services.

The tenant forum Chair advised 'Having visited the other schemes it has made the tenants feel that it is not just them that have problems but there are commonalities across them all. This has given them a sense that it is important to bring points up that before

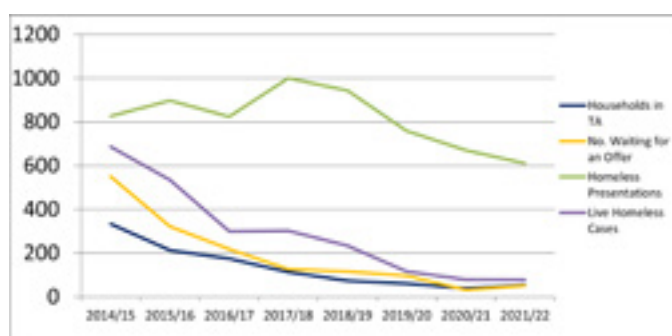
they just thought that it was pointless as no one would listen to just one person and has given them the confidence to speak up and ask for things in a manner that makes it sound not if it is just someone moaning. Working in partnership with the Sheltered Housing team, has demonstrated that the change is possible and has been appreciated so it has been good to see the change happening, and this should now continue to other things'. The transformation of engagement and understanding between tenants and staff is leading to better outcomes for all.

EXCELLENCE IN DELIVERING HOMELESSNESS SERVICES

This award celebrates projects, initiatives and organisations working to prevent or relieve homelessness in their communities. Judges will be looking for collaboration and evidence of positive change.

Home First - Mature Rapid Rehousing

Perth & Kinross Council



Statement of support

Home First is Perth and Kinross Council's offer to people experiencing or threatened with homelessness. This innovative approach was formally launched on 01 April 2017 having been developed over several preceding years of service redesign and transformational change.

Perth & Kinross Council's improvement journey began in 2008, following an inspection by Communities Scotland, the equivalent of the Scottish Housing Regulator at the time. The 'D' grading was the lowest possible grading, and a broad range of improvement recommendations were made. This inspection outcome triggered a programme of transformation and service redesign which delivered improvements to temporary accommodation standards, reduction of B&B usage, the development of an in-house Private Sector Leasing scheme, the development of a range of private-rented sector access initiatives and significant investment in resources to support homeless people.

Significant improvements had already been implemented by 2014 when the 'Home First' concept was first discussed in a 'dragon's den' style event to identify opportunities for transformational change. However, at this point there was still a large backlog of homeless people waiting to be rehoused, lots of individuals and families were in temporary accommodation and on average, homeless people were waiting more than 300 days for their homelessness to be resolved.

A corporate commitment to deliver the Home First concept resulted in a new phase of developments, particularly in 2015/16 and 2016/17, which were intended to create the conditions to enable rapid rehousing to be delivered. This work involved simultaneously reducing the backlog of people waiting for an offer of permanent housing and the number in temporary accommodation.

This was achieved through a combination of interdependent workstreams delivered through a project management style approach with regular reporting into a multi-disciplinary team. The key workstreams were;

- Reducing the backlog of homeless people waiting for an offer of settled accommodation by increasing the proportion of lets to homeless applicants and converting temporary tenancies to secure tenancies where appropriate
- Investing resources in prevention and tenancy sustainment to reduce the number of new people coming into the homelessness system
- Gradually reducing the temporary accommodation portfolio using a 'what would it take to achieve this' approach and redesigning other elements of the Service to support this

- Increasing the supply of affordable housing through our new-build programme, buying back ex-Council properties, adopting a vacancy-chain approach to matching, continued investment in private-sector access initiatives and improving void performance
- Redesigning our staff model, merging the Homeless, Temporary Accommodation and Allocations Teams into one Housing Options Team
- Revising our Common Allocations Policy and expanding the Common Housing Register partnership to new Housing Association members

The chart below illustrates what has been achieved through this transformation journey across a range of key homelessness indicators.

Perth & Kinross Council's Home First model is now fully mature and is the default response to homelessness unlike the various Housing First projects which are small-scale and focus on a niche cohort of applicants. Home First is the only example of a fully developed, rapid rehousing model being delivered in Scotland.

Perth & Kinross Council has shared its experience and learning around developing and implementing Home First in a number of ways over the last few years from participation in HARSAG and the RRTP Sub-Group to presentations at numerous events and conferences, most recently the CIH Housing Festival in May 2022. Bespoke sessions have also been delivered for other Scottish and Welsh local authorities who are looking to develop a rapid rehousing model.

Outcomes and achievements

The development and implementation of Home First has delivered the outcomes below. In many cases, homelessness has been prevented altogether and for those experiencing homelessness, the impact, duration and cost along with the likelihood of having to go into temporary accommodation has been avoided or significantly reduced.

- Homelessness presentations have been reduced by 39% since April 2017 through a combination of effective prevention and tenancy sustainment interventions
- The number of people assessed as homeless and waiting for an offer of permanent accommodation has been reduced by 89%
- The number of households in temporary accommodation has been reduced by 84% and we have the lowest number of people in temporary accommodation in Scotland by population - 42 per 100,000 population, national average is 305 per 100,000 population
- The average time to discharge homelessness duty has been reduced from 310 days in 2015 to just 64 days in 2022 (national average for 21/22 was 256 days)
- The average length of stay in temporary accommodation has been reduced from 160 days in 2015 to just 60 days in 2022 (national average for 21/22 was 207 days)
- Non-homeless applications on our Common Housing Register - which is often those living in unsuitable or insecure housing, now have a better chance of being offered housing as there are significantly less homeless applicants on the waiting-list

Assertive Outreach and Hunter House Service

Lead organisation: Kingdom Group

Partner organisation: Fife Council Housing Services



Statement of support

In Fife, the presentation rate for homelessness is 2500 households per year. Significant work has been done to refocus Housing Options and Prevention Services, including investment in new services approaching homelessness innovatively. In Fife, it is estimated there are 40 households/people with complex needs experiencing repeat homelessness, for whom an individual tenancy was not the right solution, this having failed previously. Those identified were in a cycle of living rough, sofa surfing with friends/family or spending short spells in temporary accommodation before becoming homeless again. Often allied with repeat use of wider health, social care and criminal / community justice services.

As part of the Fife Council RRTP and in partnership with them, Kingdom Housing Association(KHA) and Frontline Fife, Kingdom Support and Care (KSC) set up an Assertive Outreach Service (AOS) to provide elastic, tolerant and flexible housing support to people experiencing repeat homelessness. The focus of this was to engage with them to develop a housing with support plan and assist them to identify an appropriate housing solution to meet their needs. The service offers a 'whatever it takes' approach to building trusting and supportive relationships to explore suitable and sustainable housing solutions and links to positive change.

In addition, KHA in partnership with KSC and Fife Council Housing and Safer Communities Service, has developed a core and cluster accommodation with wraparound support . It comprises 5 individual flats within one building, with communal/staff facilities for on site support. The service is launching and 5 people, who have experienced repeat homelessness, have been identified to move in. The accommodation is

high quality and gives people a stable home from which to tackle issues causing repeat homelessness with the support they need.

Both services follow the Housing First Principles.

Often people are let down by the system or services. They have told their story so many times and very little has changed. The AOS works to bridge the gap between services to give voice to those unheard and provide continuity so that supported people feel valued. Through persistence and emphasis on relationship building, the service reaches out to people experiencing repeat homelessness and strives to engage them with the appropriate support such as mental health services, addictions/harm reduction and housing.

The service was born from a need to change the current model of support, where the 'three strikes and you're out' approach has proven to be ineffective and only lets down those who really need support. The AOS engages people with complex and multiple needs to make connections to necessary services and will support them every step of the way to ensure relationships are built and services are accessible. as well as providing direct housing support. The service takes trauma informed approach to support, working on the principles of Safety, Trustworthiness, Collaboration, Empowerment and Choice.

As a new service, time was spent networking and making connections, to establish relationships with all the relevant services- such as ADAPT for addiction triage, addiction services, the community mental health team and the housing options team so staff and supported people could have direct access and contact and provide immediate support. The service could easily be replicated elsewhere and there has been significant demand for the service to date.

In the period 1 September 2021 to 30 June 2022, the service has:

Received 38 referrals

Taken 26 referrals to active support

Had 570 positive interactions with people

Had 68 failed contacts

Made 118 referrals to other services

Assisted 14 people with housing solutions

The highest percentage of people supported are single males which matches the national statistic of 46% of all homeless applications coming from single males.

Outcomes and achievements

The service has supported 26 people to date with the following support given:

Registering with GP and accessing medical care

Access to benefits, setting up bank accounts etc

Securing temporary or permanent accommodation

Securing improvements to private let accommodation so that person did not need to move

Emergency medical attention to prevent death/serious harm

Accessing professional for mental health and/or addictions support

Dealing effectively with criminal justice proceedings

Practical support to set up a home, get tenancy improvements made, make accommodation fit for living

Energy advice and access to food banks

Support for daily living

Access to emergency funds for heating/lighting, food, mobile phones to ensure contact can be kept

Outcomes:

People in proper and suitable accommodation

People feeling safe in their home

People with access to their own funds and away from predators

Reduction in substance use leading to ability to live less chaotic lives

Improvement in skill base to help live better lives and maintain their home

People engaging with support even in challenging times

People's health issues addressed preventing further harm

People having meaningful activity, opportunities for development, positive social activity/networks and skill development

Working out of Homelessness - Naumann Phase 2

Kingdom Housing Association



Statement of support

In the last 5 years, approx 30,000 people / families in Scotland were assessed as being homeless EVERY year. Researchers have estimated unemployment rates among people experiencing homelessness is c75%.

We believe our Naumann Initiative is an innovative partnership initiative, improving the lives of people in our communities, breaking the cycle of homelessness and unemployment.

The initiative simultaneously gives a homeless person a job, a tenancy, support with complex needs/ barriers to sustaining their tenancy. As a landlord, a developing RSL, an employer with an employability project, we had the components to achieve this.

The Naumann Initiative was launched in 2019, where we created 4 roles with Kingdom, all of whom are still employed with us, and are secure in their new properties. Agnes Bicket was one of them. She lost her job and subsequently her home, placed in 2 different hostels in unfamiliar locations, then spent 2 longer term periods in temporary accommodation before being recruited through our Naumann project. Agnes said 'I now have a job I love and a real home. The feeling of having a secure home, knowing I don't have to move again, is just amazing'

As an organisation we were limited by how many roles we could fill through the initiative so commenced phase two - Working Out of Homelessness. Phase 2 is a partnership between our Housing Team, our employability team, the Fife Housing Alliance partners who provide the tenancies, external "Naumann Accredited" employers and the DWP, who provided additional funding to enhance the Initiative.

Phase 2 of the initiative involves

Establishing an Accredited Employers Register, external employers identifying job opportunities and committing to employing a homeless person

Identifying potential homeless people on the Fife Housing Register and DWP unemployment register, 'Matching' them to the jobs identified.

Homeless eligible participants are provided with a tenancy through Kingdom HA, or one of our Fife Housing Register Partners, and offered support through our tenancy sustainment services.

In addition to the above, we:-

Support those unsuccessful in their application for any position we advertise through the Naumann Initiative with direct support from a dedicated Employability Officer

Provide enhanced support for those previously homeless individuals who have a new tenancy with KHA with employability services (Kingdom provided 148 tenancies last year to those registered statutory homeless by the local authority)

Provide a wider employability service to those unemployed and registered homeless.

We anticipate in 2022 this project will support 120 homeless individuals, providing them with increased employability skills, and support 45 into sustainable employment. Not only does this initiative transform the lives of the individuals who gain employment and

a home, it also helps remove some associated stigma of homelessness within our community and local people are more informed about challenges faced by homeless people.

One of the first external employers who became involved was Champion Homes. Their Managing Director said 'We are delighted to partner with Kingdom in their groundbreaking initiative to allow individuals to rebuild their lives and their futures. Opportunities are vital for everyone in everyday life and we wish the Naumann Initiative every success' Further testimonials are available from other accredited employers including Baynes, JM Services, Kingdom Support and Care and Tivoli.

In the summer of 2020, Leicester based PA Housing adopted the Kingdom model and became the first employer outside of Scotland to implement the initiative through a recruitment campaign for two full time roles. Much like Kingdom, PA Housing found the recruitment process so successful they recruited four people, all of whom continue to enjoy success at the organisation.

Outcomes and achievements

Phase two significantly increased the number of homeless people we are able to provide a home to, whilst supporting more into employment.

In 2021, 104 homeless individuals have been supported through the initiative, 51 of those have undertaken accredited training and 40 of them have been supported into employment. 32 out of the 40 in work secured permanent housing as a result of the initiative. 12 external organisations have created vacancies through this initiative and have been awarded "Naumann Accredited" employer status.

Since January 2022, 67 homeless individuals have been supported through the initiative, 61 of those have undertaken accredited training to date and

35 of them have been supported into employment. We have also assisted 20 of them with health and wellbeing activities in partnership with Fife Sports and Leisure.

In 2020 we housed 120 homeless households, this increased to 148 the following year and we are anticipating this will increase to over 160 this year.

Our dedicated Employability Officer said 'People find themselves homeless for a whole host of reasons, often through no fault of their own. Homelessness and unemployment often go hand in hand and being able to work with partner employers to tackle both is incredible'

Wheatley Group's Homelessness Policy

Wheatley Group



Statement of support

Wheatley Group has been working with Scottish Government, local authorities and other support agencies to help tackle homelessness.

Ending homelessness is a key priority for our partners in the Scottish Government, local authorities and Health and Social Care Partnerships who have the statutory responsibilities in this area. It is an issue that affects all our communities.

It can take various forms across our diverse landscapes from the rural areas of Dumfries and Galloway where access to services can be more challenging and approximately 75% of homeless applicants have at least one identified support need, to the city landscapes of Edinburgh and Glasgow where at least one identified support need is around 50-60%.

Through effective partnership working Wheatley Group has helped almost 2,500 homeless people across Scotland put a roof over their heads in the last 12 months and provided access to bespoke wraparound supports to make a house a home and offer life changing opportunities for people who have experienced homelessness.

We transformed our approach to homelessness in Glasgow during the pandemic by moving to a bespoke matching service for homeless customers. This involved redesigning our services jointly with the local authority to deliver an improved customer experience. Glasgow City Council said

"Throughout the period of the public health emergency we have extended our strong partnership working with the Wheatley Group to ensure that we were able to continue to meet the accommodation and support needs of people affected by homelessness in the City. Their contribution to

preventing and alleviating homelessness has been marked by a commitment to finding shared solutions that meet the needs of the citizens of Glasgow"

We have played a key role in Housing First across Scotland providing over 80% of all housing first tenancies in Glasgow and almost 60% in Edinburgh. Our unique and extensive wraparound support has led to 82% tenancy sustainment. One customer told us:

"I was homeless for 13 years and Housing First is the best thing that's ever happened to me. It's helped me turn my life around and things are working out really well for me. I feel much more optimistic now"

Our support and commitment to working with partners to ending homelessness was brought together into our ambitious Group Homelessness Policy that was launched during 2021. The policy made a number of ambitious commitments to be delivered by 2026:

- housing 10,000 homeless households across Scotland.
- 500 Housing First tenancies
- turn 500 units of temporary accommodation leased to local authorities into permanent homes for homeless households.

Due to the ambitious commitments in the policy, we knew we had to launch it with staff in a way that would emphasise our Think Yes approach within a homeless context. We used this innovative style to help provide thinking which challenges and encourages a new approach to services.

Almost 400 staff attended the launch sessions of our Homelessness Policy from a variety of roles across Group. Throughout the sessions we demonstrated everyone's role in our approach to homelessness from IT to senior leaders to our environmental teams.

Through our unique position with housing and care working together we have delivered a trauma informed training approach to the launch sessions with our staff recognising the importance of customers past trauma to truly be able to support them.

Our bespoke Tenancy Support Service within Wheatley Care, and our wraparound supports such as welfare benefits and fuel advice as well as our furnished lets service have all supported us in creating a wide ranging catalogue of support that customers can draw down to all staff and demonstrated the impact of our unique housing and care relationship.

Outcomes and achievements

The engagement from staff has meant we have not only delivered but exceeded our commitments in the first year of our policy:

- 2,475 lets to homeless customers against a commitment of 2,000.
- Across all of our RSL subsidiaries 57% of our relevant lets were to homeless households during 2021/22 - exceeding target of 56%
- Over 170 temporary accommodations turned into permanent homes
- Created over 300 Housing First tenancies
- Launched Housing First in Dumfries and Galloway in August 2021, have successfully housed 8 Housing First customers in the first 11 months and are currently the only provider of these tenancies in the region.

Most importantly we are seeing the impact we are having on customers lives. Feedback from one customer who was supported to move into his own home after being homeless for many years said:

"Getting the keys to a new house is only one small part - the support is key. I went from having nothing to having a house, with no belongings, and that was really hard. My housing officers go above and beyond and they are always there for me. There's not a time they haven't answered my calls or helped me - that has been life-changing for me".

EXCELLENCE IN THE PRIVATE RENTED SECTOR

This award is open to all organisations operating in the private rented sector in Scotland. It is aimed at letting agents or landlords who strive to excel in the areas of customer service and innovation.

Excellence in Edinburgh

C~urb PSL



Statement of support

Innovative and unique, Curb PSL, an accredited Letting Agent and part of the Link group of companies (parented by social landlord Link Group), operates within the Private Rented Sector (PRS) to reduce homelessness in Edinburgh through pioneering management of the Private Sector Leasing (PSL) scheme on behalf of the City of Edinburgh Council.

PSL provides a diverse portfolio of properties, leased from private landlords to the Council and managed by Curb PSL. Every household referred by the Council is offered safe, secure housing within 24 hours. Tenancies range from several days to over 10 years.

Through innovative working and excellent customer service to both landlords and tenants, Curb PSL increases the supply of safe accommodation and maximises the social impact of PSL.

PSL currently provides over 1,750 homes, improving the lives of homeless people, including refugees, in Edinburgh.

Innovative working

Increasing stock

To increase stock of quality accommodation, Link Group established an acquisition programme, purchasing 200 properties to be leased to the Council through PSL since 2020, and has committed to a further 100 properties.

Advertising through social media, newspaper, and radio campaigns increases awareness of PSL among PRS landlords; positioning PSL as a viable option for landlords, generating stock and increasing the social impact.

An annual Landlord Survey gauges satisfaction and highlights areas for improvement. 92% of landlords are satisfied with Curb PSL (2021/22). Over 90% of landlords said they most value guaranteed rent paid in advance, which helps to attract and retain PSL landlords when offered along with competitive market rents.

Suggestions for improvement have been implemented:

Improve communication - Team capacity increased and Graduate Trainee and Modern Apprentice recruited to improve timescales and communications, whilst providing quality employment opportunities to young people starting their career.

More information on property condition - Landlords are now offered an annual update and video walkthrough during void periods.

Manage anti-social behaviour - Procedures have been improved and additional training provided for staff via the Chartered Institute of Housing.

Customer service

Supporting tenants throughout their tenancy to achieve positive outcomes and encourage future tenancy sustainment is the core of PSL.

Working with Link Group partner LinkLiving, Curb PSL funds a dedicated Housing Support Officer and Employability Support Officer, to offer tenants individual assessments and tailored support, including:

Foodbank and fuel voucher referrals

Advice on welfare benefits including calculations, applications and appeals

Debt advice and support

Mental health support

Employability and Wellbeing support

Curb PSL staff work with LinkLiving to provide an outreach and advice service for tenants, giving practical assistance to maintain a tenancy and improve their circumstances.

Curb PSL also launched a tenant Wellbeing Scheme providing social and digital support with employability

skills. Social cafes provide a space for tenants to build confidence and receive support from third-party organisations. Partnership with Connecting Scotland provides iPad and MiFi units to tenants to further assist employability opportunities.

‘Thank you so much for the iPad. I never had something like this before. I’ll be able to apply for jobs and do some training courses online.’ – PSL tenant

“I honestly can’t stress enough that the lifeline you guys have offered me has saved my well-being so much over these latest few months. This has all worked out beyond what I could have hoped for in this. I feel very fortunate to have so many amazing people to give me their time and offer such services.” – PSL tenant

Staff training

Professional, empathetic staff are essential to achieving positive tenancy outcomes. 786 staff training hours were provided in 2021/22, including:

Landlord Accreditation Scotland

Health and safety topics

Trauma informed care

Understanding domestic abuse

Outcomes and achievements

In 2021/22:

704 new households entered PSL accommodation, bringing total stock to 1746 units by 31/3/22.

LinkLiving Housing Support Officer provided tailored support to 233 PSL tenants.

LinkLiving Employability Support Officer provided support to 78 tenants.

30 tenants supplied with iPad and MFi units.

PSL properties had a 99% occupancy rate (nights available versus nights occupied)

Feedback from landlords and tenants

“Curb PSL has been a great help to me in my time staying in the accommodation I’ve been provided. They provide fuel top ups when I’m low on cash, help with urgent repairs or other issues in the property and make me feel supported and at ease.” – Curb PSL tenant

“The rent is always paid on time with no void periods, any repairs or maintenance issues are dealt with promptly and efficiently by their excellent team. I also have peace of mind that they regularly inspect the properties and ensure that they are compliant with all the regulations. It could not be easier.” – Curb PSL landlord

The Homes for Good Approach

Homes for Good



Statement of support

Homes for Good (HFG) was created in 2013 as is Scotland's first social enterprise letting agency operating in the private rented sector. We currently manage over 560 homes - half of which we own. With offices in Dennistoun and Bridgeton, we work with 165 landlords and 800 tenants in and around Glasgow and the West of Scotland. We work across the whole private rental market, with specialist expertise in supporting people on lower incomes.

Our aims are simple, we want to help raise standards in quality of property and management within the PRS by leading by example; we want to increase access to quality homes for people on low incomes and deliver innovative solutions to support them in their home; and we want to create a profitable social business group with a long life. Our values of being kind, friendly and fair whilst providing a quality, expert service underpin everything we do.

We believe that home is the foundation for all of our lives. We all have the right to live in a secure home that we love and where we feel safe.

Since 2014, we have raised £16.5m from a variety of social investors including Big Issue Invest, The Charity Bank, Social & Sustainable Capital and Big Society Capital - and developed over 260 homes. We carry out quality renovation works to a high standard within

tight timescales with an experienced in-house team, complemented by trusted external partners. The homes we own are let to tenants in need (including those on benefits or low incomes) with rent set around the local housing allowance level.

HFG is now recognised as a leading social enterprise and was awarded £2.4m from the National Lottery Community Fund to test our model and with partners to replicate what we do across the UK. Over the last year we have created a Community of Practice and have worked with organisations across the UK through our series of webinars on the HFG approach and one-to-one sessions. Over the next coming years we hope to develop some of these relationships further into replication partners.

As well as managing properties, we provide full and tailored tenancy support through our relationship-based person-centred approach. We also lease properties to a number of partner organisations which support people with more complex needs. Our team's skills span mental health, welfare, financial health, energy efficiency advice and interior design. All of this helps to keep our tenants safe, happy and content in their homes and make us entirely unique in the PRS.

We have recently welcomed a new Tenant and Community Engagement officer to the team, who is going to expand on our Tenant Engagement Programme and restart our in person events post pandemic by creating Tenant led communities across different geographic areas of Scotland.

Our LoveHome project has also been expanding. As well as working with tenants to design their own spaces, develop new skills, helping them de-clutter and empowering them to improve their own living conditions, we are also setting up a Tenant Shop to encourage the reuse and recycling of items when it comes to decorating and personalising flats.

Our Empty Homes Project is now in its 2nd year, and we are starting to see all the groundwork laid in year one start to come to fruition.

Outcomes and achievements

We continue to maintain regular interaction with our more vulnerable or socially isolated tenants and have been providing support to a number of refugee families who we have recently been able to home. We hope to increase this interaction with tenants further through the development of our tenant engagement programmes and community events.

We are still delivering our dissemination programme and are interacting with organisations in different parts

of the UK to share our approach and help us achieve our aim of leading by example.

Some feedback from our tenants...

"I've been a tenant with Homes for Good for almost a year and everything has been spot on. Not had many issues, but Caitlin and Gillian have been quick to respond and deal with any issues raised promptly. Really enjoying my experience so far, and long may it continue!"

EXCELLENCE IN REGENERATION AND SUSTAINABILITY



Sponsored by:

KINGDOM
Group

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 in people's lives.

Fraser Avenue, Inverkeithing Regeneration

Lead organisation: Kingdom Housing Association

Partner organisation: Fife Council



Statement of support

Built in 1956 the Fraser Avenue estate comprised 236 common access flats and was ranked in the top 15% of the most deprived areas of Scotland. The unpopular flats were in poor condition with little daylight resulting in severe condensation and high fuel bills for tenants. The lack of defined public space facilitated anti-social behaviour and a feeling of insecurity. A stigma took hold resulting in a distinct lack of civic pride and sense of place.

Designated an 'Estate Action Area' in 2004, Fife Council decided to demolish their existing flats and transfer the land to Kingdom who was selected as the developing partner to build, own and manage the new housing.

The regeneration project will provide c.189 new energy efficient affordable homes on a phased basis. To-date 114 social rent homes have been delivered along with 3 new shops built to replace shops which were demolished as part of the regeneration works. Design work for the 3rd phase has commenced.

A cross-organisational team approach was adopted to deliver the project objectives and overseen by the Project Implementation Board (PIB), Kingdom, Fife Council and Local Elected Members.

Extensive community engagement took place from the outset through a series of workshops and consultation events to establish key design principles to help create a new sense of place and ownership; these included a pedestrian and cycling focused public realm and a people focused street design in contrast to the old 'canyon' like street, often described as a wind tunnel and race track which isolated Fraser Avenue from the surrounding areas. A 3D model was used to help the community understand the design proposals.

The regeneration masterplan addresses community feedback through a placemaking framework. The Housing 2040 stakeholder engagement session confirmed the revitalised Fraser Avenue scored highly on aspects of the Place Standard demonstrating a safe and enjoyable place to live.

Driven by the housing needs of tenants wishing to remain in the estate and the wider community, the mix comprises general and particular needs (amenity and

wheelchair) homes ranging in size from 2-6 bedrooms. 41% of the new homes have been allocated to returning tenants who were given the opportunity to choose their ground floor layout and fixtures. Many had only ever lived in a flat therefore the project provided them with their first experience of a home with private access and garden.

The homes comply with Housing for Varying Needs, Secured by Design and Building Regulations enhanced Sustainability Standards to help the environment and reduce energy costs. The design maximises solar gain and integrates effortlessly within the wider community.

With increasing air-tightness levels, links between poor ventilation and ill-health are being increasingly acknowledged. Kingdom commissioned Glasgow School of Art to complete a building study to establish as-built performance. Results will inform future design

and promote shared learning. Tenant "When I got my keys I was like a girl who had been given the world. Since moving my son hasn't had a single illness, my daughter doesn't need any inhalers".

The play areas have been designed in collaboration with the local school. Inverkeithing Primary "We're delighted to be working with Kingdom, this is not only a great learning opportunity for our children as they discover construction but our partnership helps our community spirit grow allowing our children to take pride in their community".

The physical, economic and social regeneration at Fraser Avenue has recreated a sense of place and provides a platform for future growth and enhanced sustainability. Successful outcomes have been possible through effective social involvement in relation to both the regeneration and other local initiatives taken forward.

Outcomes and achievements

Community direction and engagement from the outset.

Dedicated webpage and social media platforms.

Tenant choice.

100% overall resident satisfaction. Tenant "We catch the sun as we're south facing. The hall in our old flat had no windows so when you came in the front door it was dark unless you had the light on. Our new house has a roof light which I love".

Community-led street renaming.

School initiative including site visits, logo competition, play equipment selection.

Relocation/provision of shops into a prominent area within the wider community.

Building Performance Study underway.

Community benefits delivered including construction academies to enhance employability opportunities

and promote life chances; 14 placements; 23 jobs and 35 apprenticeships. Construction candidate "The academy was a great opportunity to move into construction, I loved being part of the team building my home."

Architecture & Design Scotland case study produced to share lessons learned.

Housing to 2040 stakeholder engagement session held to discuss the project and its impact on individuals and the community.

Donations to local food banks, primary school and bowling club.

Tenancy sustainment offering financial advice and support.

Open day to view new homes prior to allocation.

Improved reputation helping people feel proud of where they live.

Halcrow and Raydale Community Partnership/ Gretna FC 2008 Project

Lead organisation: Cunninghame Housing Association

Partner organisation: Raydale Community Partnership



Statement of support

Cunninghame Housing Association's (CHA) Halcrow and Raydale Community Partnership (RCP) project combines the development of significant new social housing with an important new community asset within the town of Gretna between May 18 and August 21.

In partnership with Dumfries and Galloway Council (D&GC) CHA redeveloped a former greyhound track to create 90 new social housing units for rent consisting of 72 family houses, 14 amenity bungalows, 2 large four bedroom properties and 2 specific wheelchair friendly houses. Prior to this no new social housing had been built in Gretna since the 1980's. Creating sustainable communities, however, requires CHA to deliver on their Mission to be "More than just a Landlord". 300 metres from Halcrow is Raydale Park, taken into community ownership by Raydale Community Partnership 10 years ago, and home of Gretna FC. In 2017 an extensive consultation by Gretna Community Councils highlighted lack of sport and recreation facilities as an overwhelming priority. In response RCP, Gretna FC and CHA worked in partnership to develop the Raydale Community Sports Hub consisting of a new 3g pitch, completed in August 2021, and community gym and fitness room due for completion in Autumn 22.

Gretna was developed during WW1 to house workers from HM Factory Gretna, the largest munitions factory in the world. Planned by Sir Raymond Unwin, famed Architect of the Garden City movement, with low scale red brick houses, broad streets, grass verges, and generous gardens, these principles informed the

design of Halcrow - with low rise, shallow plan houses with long frontages in terraces, open space and formal landscaped areas creating a feeling of open-ness.

Gretna has been restricted to small scale, incremental housing development due to historic infrastructure problems with water supply. A key aim of CHA's partnership with D&G Council was to secure commitment from the Scottish Government and Scottish Water to upgrade infrastructure in the area, providing a catalyst to develop this site and other areas within Gretna. Cost parameters were strict, with substantial costs for ground remediation and third party drainage systems from the A75 Euro Route. Despite this the development was delivered to a very high standard.

RCP is a community anchor organisation established in 2008 to buy back Raydale Park following the liquidation of the former Gretna Football Club. Working with Gretna FC 2008, the new community owned football club, and RCP, CHA provided business planning, funding, market research and legal support to develop the Raydale Community Sports Hub. 400 local people endorsed proposals which would enable increased participation in sports and widespread community usage all year round and reduce "leakage" of local residents out of Gretna to surrounding towns.

£420k was assembled from 9 funders to install a new 3g astroturf with a further £104k secured from 7 funders to create a community gym, fitness room and new changing facilities - with CHA relocating former educational portacabins from a development site in Lockerbie to Gretna for them to be repurposed.

Cameron Watt, the Scottish Football Association's Football Facilities Manager welcomed CHA's role in the project.

"Thanks a million for all your support offered to Gretna. I did have my doubts about this one ever happening for a variety of reasons. However, all of the hurdles placed in front of you and the wider project team have been overcome. The somewhat unique situation of having a housing association being willing to drive forward a project that on the face of it wasn't your 'bread and butter' was, for me, refreshingly pragmatic - and one that I wish could be repeated elsewhere across the country".

Outcomes and achievements

Prior to development there were only 240 units of social housing in Gretna, with a community of c5000. The Halcrow development increased provision by 38% however after completion, 190 applicants remained on the register. Having secured some additional land CHA will now develop a further 93 homes commencing Spring 2023. The benefits of Halcrow also lie in a longer-term legacy as the concerted effort to encourage Scottish Water to take responsibility for the drainage solution has unlocked the development of other sites within the Local Development plan.

The Raydale Community Sports Hub levered over £500k in investment creating a new 3g pitch and a 3250sqft gym/fitness facility. The project will

increase participation in sports and leisure across all age groups, meaning fewer Gretna residents with sedentary, inactive lifestyles and more young people engaged in positive sporting activity. 3 new jobs and numerous volunteering opportunities for local residents will be created.

CHA's contribution to the project has been recognised by Craig Peacock, Chair of RCP "Without CHA's support our vision of a recreational hub for the community wouldn't be possible. We've benefitted from significant support with a business plan and bids to major capital funders for the pitch and community gym".

Abergeldie Road, Ballater regeneration project

Grampian Housing Association



Statement of support

A new sense of place has been created on the site of a listed former primary school building in Ballater by Grampian Housing Association in its latest regeneration project. The site was identified in the Local Plan for affordable housing given the huge shortage in Ballater as recognised by Cairngorms National Park Authority.

In terms of wider regeneration benefits, the building was saved from decay which was important for local residents. The quality of the refurbishment is extremely high. Real slates, traditional harling and lime mortar have all been used while window openings and the style of timber windows have been retained. In addition, modern extensions and annexe buildings were removed to return the school to its original design.

Significant numbers of local tradesmen were employed on the build both through the local main contractor and sub-contractors. The provision of housing in a rural location means more people have the rare opportunity to stay in the village which, for many, is their local area. There are a reasonable number of jobs available in the tourism and hospitality

sector in Ballater, but availability of accommodation can prevent some workers from staying in the village. Many locals are having to rent "holiday accommodation" as there is no other accommodation available which is more expensive than social rent, so locals are benefitting hugely from this scheme. It is also protecting the local primary school by increasing the number of households with children of this age group on the school role.

The development is in a conservation area and the regeneration was done in accordance with planning requirements and sustainability aspects were also fully met.

Significantly, the development has brought a much loved old building back into use. It sympathetically combines retention of old buildings with modern new build. The accommodation comprises of 24 properties, a mix of flats and family houses.

The old school and pavilion have been converted into one x 1 bedroom house and nine x two bedroom houses while the existing school cottages have been converted into one x 2 bedroom house and one x 3 bedroom house.

The development attracted Scottish Government funding of £1,791,984 while GHA borrowed £2,338,907. Aberdeenshire Council Top Up Grant amounted to £198,000. The contract value is £3,464,710. The project also qualified for RHI (Renewable Heat Incentive) funding of £282k over 20 years.

External partners and stakeholders include the Scottish Government, Aberdeenshire Council, Cairngorms National Park Authority, Gordon Mitchell Contractors (building contractor), McCue & Porter (Quantity Surveyor), Ian Rodger Associates (Architect), Ballater & Crathie Community Council and local residents themselves.

There was liaison with Aberdeenshire Council in regard to the Housing Need and Demand Assessment to ensure long-term strategic housing needs are met by the development and it was included in the Local Plan as an affordable housing site. The Local Lettings Plan was developed in consultation with Aberdeenshire Council and Crathie Community Council. This collaboration was important to ensure that local people benefit from the housing as it was heavily requested by the community. In partnership with the architect and quantity surveyor it was possible to design the development to retain and maximise use of the existing building.

To ensure the carbon footprint of the new development was mitigated, as well as future-proofing the properties from a reliance on fossil fuels, ground source heat pumps were installed to provide heating and hot water to the new properties.

Other practical outcomes include including repointing, treating dry rot and wet rot, reslating, high levels of insulation, new windows (window openings were retained to maintain the heritage of the building) and use of sustainable materials such as timber cladding in some parts. There are good areas of external open space and high quality landscaping contributing to the rural feel of the development.

Outcomes and achievements

The delivery of affordable housing with the support of the community is a recognisable achievement.

The development provides affordable housing now and for at least the next 30 years as it will remain as social housing. It will continue to be a huge benefit for the community for decades to come.

The development is in a desirable location, close to local services and amenities so a school, shops and recreation facilities are all on the tenants' doorstep. All of these factors make it a desirable housing development and one where people want to stay so it will continue to be in demand with vacant properties being quickly reallocated.

Ground source heat pumps currently provide the lowest carbon heat and further reductions in the planned carbon intensity of electricity generation

means further savings are expected. This technology saves 90% of carbon emissions compared to a mains gas boiler and maintains affordable running costs for the residents at Abergeldie Road. Over the next 100 years the servicing and maintenance costs will remain minimal for the housing association offering a low cost, low carbon and no regret heating solution to community at Abergeldie Road.

Ballater is GHA's first development where we are trialling Switchee, a Smart Asset Management tool which ties into our wider sustainability strategy by monitoring the building's health and optimising energy use. Lowering bills and reducing energy consumption makes it good for tenants and the environment. In line with the Association's cyclical maintenance programme the development will be maintained to a high standard throughout its life.

Taighean a' Chaiseil, Isle of Skye

Lead organisation: Staffin Community Trust

Partner organisations: Lochalsh & Skye Housing Association, Communities Housing Trust



Statement of support

The crofting community of Staffin in the north-east of Skye had suffered an alarming population decline, falling primary school roll and the loss of young families who were priced out of the overheated property market.

To add to Staffin's challenges, it appears in the top 20% of most deprived areas in the Highlands, and no affordable housing developments had been built in the community, with a population of about 570 people, since 1999. Staffin Community Trust was deeply concerned about the threat to the village's future sustainability and called for action after a report highlighted that the population had recorded a 6.6% drop between 2009 and 2013, losing 40 people.

The Trust was determined the community - which includes 23 crofting townships and a high proportion of native Gaelic speakers - should not sleepwalk into becoming a retirement village dominated by holiday accommodation.

Looking holistically at what the village needed, the project set out to:

- Retain and attract families and young people
- Increase the working population and lower the average age in the community
- Increase the school roll

- Provide a modern health facility fit for 2022, and offer an expanded health service, improving on the current limited weekly GP clinic
- Create new jobs and economic opportunities through new commercial units.

A partnership between Staffin Community Trust, Communities Housing Trust and Lochalsh and Skye Housing Association was formed to deliver the £1.6 million project.

The Staffin Community Council, Columba 1400 Centre and Staffin Hall Community Association were all very supportive, as were businesses across the district. Strong community backing also meant a Crowdfunding appeal exceeded its target.

The site, close to the Kilmartin River and looking onto the Quiraing, is close to the school and centre of the village, and was sold to Staffin Community Trust by a crofting township as it was so supportive of the project outcomes.

Skye-based architects Rural Design made a first-class job of creating an attractive development in one of Scotland's key National Scenic Area Designations and against the backdrop of the Trotternish Ridge.

Their R-House design was then built by James MacQueen Building Contractors Ltd at their Skye headquarters before the short journey to Staffin. The use of materials such as larch, stone and slate - and vibrant colours such as a red roof - meant the development complemented the sensitive landscape perfectly.

12 adults and eight children moved into the six new homes at Taighean a' Chaiseil (Houses of the Weir) in February 2022, boosting the population. The school roll had dropped to 14 in 2014; it is now approaching 40 children.

The new homes offer a range of tenures, giving greater choice and flexibility for differing financial circumstances, crucial in small communities:

The Staffin Community Trust homes are community-owned, where allocation policies can protect the homes for use by local residents, ensuring they don't become second or holiday homes in the future.

The Lochalsh & Skye Housing Association homes are for affordable rent and are allocated in line with the Highland Housing Register policy, thereby allocating them to tenants with the greatest housing need.

The homes for discounted sale by Communities Housing Trust apply the Rural Housing Burden. This is a legal title condition where the owner owns 100% of the house, but a discount percentage is applied in perpetuity to all future sales, and again prioritises local residents. This helps ensure the long-term sustainability of the village.

A new health centre to replace the dilapidated GP's clinic is now leased to NHS Highland. Two new business premises, leased to local aquaculture company Organic Sea Harvest, have also been built.

Outcomes and achievements

The development has resulted in:

The first affordable housing development in the community for 22 years:

homes for seven families (old GP clinic will also be converted into an affordable home);

three affordable tenures provided by three partners

homes are now protected stock for local community in perpetuity.

A stronger and more resilient community:

population has increased;

school roll has increased;

a new health facility which offers expanded services, reducing long and environmentally harmful journeys to more central facilities in Portree, Fort William or Inverness;

new opportunities for existing and new business in a village previously classed as the most economically fragile in Skye

A growing and diversified economy that promotes long-term sustainability:

two new business premises tenanted by local company, now employing 18 people full-time

new health centre and business space is community-owned, with rental income going to Staffin Community Trust to maintain the development and spend on further community projects.

Beyond Staffin, the development serves as a model for other communities across Scotland. The mixed-partner, mixed-use model is being undertaken by the same partners in other locations facing similar issues of depopulation and sustainability, such as Raasay and Colonsay.

Whitlawburn Regeneration – The story so far....

South Lanarkshire Council



Statement of support

South Lanarkshire Council's Home+ programme has delivered a transformational housing led regeneration of Whitlawburn, Cambuslang which originally comprised of 380 properties built in the 1970's.

For many years the area experienced problems the property design and the wider area. It suffered significant deprivation, was ranked 34th most deprived in Scotland and most deprived in South Lanarkshire.

Over a long period, the council worked with tenants and wider community to appraise options resulting in the co-production of a Regeneration Masterplan to replace existing housing and to realise a vision for the redevelopment of the wider area, tackling the fundamental issues impacting on quality of life and sustainability.

In October 2016, the council approved proposals to extensively remodel the area involving demolishing all 380 properties and constructing new homes for affordable rent and sale. New open space and pathways encouraging active travel were planned.

Extensive engagement took place with individual residents to understand their housing needs, preferences and aspirations. This included consultation on interim housing solutions during the demolition phase, with the option to return to a new home in the area once completed. This all resulted in tailored personal housing plans.

To ensure an adequate supply of alternative housing the council used its Open Market Purchase Scheme and worked closely with neighbouring West Whitlawburn Housing Co-op, who provided accommodation from their stock.

The strategic partnership between the council, West Whitlawburn Housing Co-op, CCG (Scotland) and hub Southwest has been crucial to the construction

of 310 new properties, consisting of family houses, town houses, bungalows and amenity standard flats. The new homes for rent are part funded through the Scottish Government's Affordable Housing Supply Programme.

To date 160 high quality homes for rent have been completed and occupied with a further 70 for completion by Spring 2023. Phased handovers of these begin in October 2022.

All properties are constructed to 'Housing for Varying Needs' standard, with generous space standards and high-quality kitchens and bathrooms. Amenity standard flats include lifts. These energy efficient homes have low carbon technologies such as solar panels, benefitting both the environment and household budgets.

In addition to the affordable homes, CCG are building 80 homes for sale with tenure neutral design.

The first resident to move into an amenity flat was a 91-year-old lady who had lived in the area for 50 years, from when the original estate was built.

She said 'Having lived here for so long, I was delighted at the opportunity to be able to remain in the place I am happy to call home.'

"The kitchen is a fantastic size with all mod-cons and much better than my previous house. I've been looking forward to meeting my new neighbours and the lift means I can get up and down easily enough."

Executive Director of Housing and Technical Resources, Daniel Lowe, said:

"The development has transformed the area. I am delighted that working with our partners and with the support of Scottish Government's Affordable Housing Supply funding we have delivered on commitments to the local community to provide new housing in this area of Cambuslang. It is a tribute to everyone involved that work continued at pace to complete the development despite challenges from the pandemic."

CCG Managing Director, David Wylie, said:

"The Scottish construction industry has faced trying times over the past couple of years but CCG, like others, have faced these challenges head on ensuring we deliver for our clients and communities. I am extremely proud of our Contracts Team for all their efforts as we continue to work with the Council and other partners to complete this major regeneration project."

Outcomes and achievements

For socioeconomic factors Whitlawburn experienced high levels of deprivation adversely impacting on the area and wider community.

In 2015 the council and the local community, supported by partners, kickstarted Whitlawburn's regeneration. Extensive public consultation resulted in an ambitious masterplan with 230 new affordable homes for rent and 80 for sale being built.

The area has positively transformed. The ambitious scale/extent of change is far-reaching impacting positively on the areas physical appearance and quality of life of local people, resulting in enhanced community spirit.

103 original residents returned taking up the offer of a new home. Whitlawburn is now an area of high demand on the council's housing register.

Community Benefits delivered include:-

- Community Endowment Fund of £50,000 for projects agreed by local residents
- 38 job placements/apprenticeships given to local people by CCG.

Whitlawburn regeneration plays a key part in the council's holistic approach to tackling poverty and improving wellbeing, including households with children. Of 160 properties let so far 52 are to families with children; 23 to older applicants or those with particular needs. Fifteen homeless households have also secured permanent housing.

Effective partnerships are crucial to Whitlawburn's transformation. The continuation of this is key to success being sustained.

Riverside Dalmarnock

McTaggart Construction



Statement of support

- Improved the quality and mix of homes

The 22-acre site sits in the Dalmarnock area of Glasgow on a site formerly occupied by Dalmarnock Power Station. It had been vacant since 1980 until it was acquired by Link Group in 2015.

Link Group and Laurel Homes have been developing Riverside Dalmarnock to create a sustainable high quality development consisting of flats and houses for social rent, mid-market rent, new supply shared equity (NSSE) plus private sale.

The fully completed development of 562 units, will cater for a range of age groups and housing needs including a flatted block for retirement living and wheelchair exemplar flats and houses.

The Development is designed to be tenure neutral and employs the same high level of material across the site. The overall tenure mix was agreed with the council and Link's housing teams to provide a diverse mix across the site which reflects the housing demands and needs for the city.

- Developed a sense of place

A core design objective was to use place making to create a safe, distinctive and sustainable neighbourhood to contribute to the rebirth of South Dalmarnock.

The masterplan aimed to create a pedestrian focused environment with a variety of hard and soft external amenity spaces which will foster a more lively community space.

The layout offers a clear hierarchy of shared surface public realm spaces - streets, lanes, courtyards and a central space which are designed to reduce vehicle speeds and create a more pedestrian friendly environment which leads down to the riverside.

- Contributed to broader local regeneration

Our aim was to support regeneration through the Social impact of housing, to fully integrate the site as a growing part of the community through:

- Jobs and training
- Education and Curriculum Support
- Community Engagement and Development

The creation of jobs and training initiatives on site was extensive and supported by 14 different employability support organisations.

Each part of McTaggart Construction and the supply chain supported the creation of work placements opportunities and jobs delivering:

29 Work Placements

2 Graduate Apprenticeship

8 New Modern Apprenticeships

14 New Entrant Jobs

- Shows evidence of partnership working

The development meets key strategic priorities that are outlined in the Council's Local Housing Strategy including promoting regeneration and enabling investment in the delivery of energy efficient new build homes across all tenures. Glasgow City Council has worked in partnership with Link Group to ensure that the development builds on the recent investment in Dalmarnock.

Laurel Homes have worked with Link in marketing the homes for sale across the development. Link have been able to utilise the showhome on site to promote the NSSE units and referrals have been made to ensure purchasers have been able to identify the most suitable option for their new home. This unique approach to promotion of the development has meant that all private sales units have sold off plan and Link's NSSE units have been occupied shortly after build

completion.

- Shows commitment to sustainability.

As part of the client brief and funding requirements the development is designed to achieve Silver Active level under Section 7 (Sustainability) of the 2016 Building Standards. The project was also required to achieve a 15% carbon emissions abatement using Low and Zero Carbon Generating Technologies (LZCGT). This is achieved by using enhanced fabric performance, individual and communal heating systems a mixture of Decentralised Mechanical Extract Ventilation (DMEV) and Centralised Mechanical Extract Ventilation (CMEV) and Photovoltaic Panels (PV).

The project design focused on social, economic and environmental conditions - in particular on promoting greener lifestyles, energy efficiency, mixed uses, biodiversity and improved water management through introduction of SUDs features.

Outcomes and achievements

Phases 1A/1B/2A/2B have been completed. Phase 3 is on site with a further phase commencing late 2023, to complete the development.

The mixed tenure nature of the development has meant there is a real community. A number of families have purchased more than one property to allow them to live close to one another and support elderly parents or help their children to get onto the property ladder. A mix of first time buyers, young professionals, young families and downsizers, many from local area.

A key to the success has been the partnership approach to delivery, with McTaggart Construction/

LINK Group, the local community and other key stakeholders including Glasgow City Council (GCC) all working closely to create a new community.

Resident feedback is positive, LINK tenant:

"Since moving into the property, everything from start to finish has been great, I love the area and the house standard is excellent. The staff have been a fantastic help to me. I am delighted to see the area being regenerated as I am from the area and it's good to see so much coming to Dalmarnock We have new Businesses that have also come into the area which is great for the community."

HOUSING PROVIDER OF THE YEAR

This award recognises organisations who are leading the way in driving professionalism, learning and development and inclusion while delivering a great service for tenants.

Kingdom Housing Association

Kingdom Housing Association



Statement of support

As an organisation everything Kingdom Housing Association does demonstrates our CARES Values (Customer, Accountable, Respect, Efficient, Supportive)

Promoting the organisation as a customer focused provider and manager of affordable housing is reflected in Kingdom's Strategic Objectives and the association promotes professionalism, learning, development and inclusion as key drivers across all areas of operation.

Being an employer of choice is one of Kingdom's Strategic Objectives and this allows us to promote the 7 CIH professional standards. Over the last year there have been numerous staff within Kingdom who have completed CIH professional qualifications and this adds to the existing staff who are members of CIH ranging from student members through to Chartered members. The qualifications allow Kingdom staff to demonstrate professional standards when delivering quality services to customers.

Over the last year Kingdom has continued to deliver enhanced services and successful outcomes for customers through areas such as;

- * Meeting housing needs through the provision of over 465 additional new affordable homes.
- * Progressing housing initiatives to meet alternative housing needs such as;
 - A 51 home Co-housing Community Project for people aged over 55
 - MMR to meet a range of housing needs
 - A Homeless Initiative at Hunter House, to address the needs of people experiencing difficulties with repeat homelessness
 - Partnership housing to provide homes for postgraduate students
- * Completing the second phase of a major community regeneration project at Fraser Avenue.
- * Completing a very successful Transfer of Engagements from Fairfield Housing Association, which will deliver security and tangible benefits to the former Fairfield tenants.
- * Participating in various homeless initiatives to contribute to RRTP
- * Expanding our homeless and employment project (Naumann Initiative) through partnership working with local employers
- * Supporting tenants through numerous funding initiatives such as the following which have delivered financial and wellbeing benefits to customers
 - Connecting Scotland Fund
 - Covid Financial Assistance Fund
 - Energy advice and funding for energy costs
 - Provision of Winter Warmer Packs

- Money advice and assistance
- Arrears funding from the Tenant Grant Fund
- * Enhancing our support, advice and assistance services to help tenants sustain their tenancies
- * Continuing to operate customer participatory groups such as our Scrutiny Panel, Consultative Groups and Customer Focus Groups
- * Enhancing customer engagement through implementation of new online survey tools
- * Delivering a partnership Advocacy Project to prevent homelessness and delivered health and wellbeing projects
- * Delivering community benefits through procurement arrangements
- * Supporting community groups through Kingdom's Community Initiatives Programme

Kingdom recognises the successful outcomes would not have been possible without a dedicated and professional staff team and the following highlights some of the key areas which empower staff to deliver quality services and build their own professional and personal development, providing benefits to customers, individual staff members and Kingdom as an organisation.

- * Kingdoms Learning and Development Academy which facilitates both external and internal learning and development

- * We have continued to operate an annual Trainee Programme where there were 4 new trainees appointed over the last year and a further 5 who have completed their 3 year trainee programmes and obtained permanent positions with Kingdom
- * Introduced hybrid and flexible working arrangements to meet personal needs and preferences, whilst allowing Kingdom to enhancing delivery of business and customer needs
- * Continued to operate our Employee Forum, to ensure staff are directly involved in the development of Kingdom's strategy
- * Implemented Employee Recognition Awards to acknowledge the great work and successful outcomes being delivered by staff members.
- * Implemented new staff networks including;
 - Diversity and Inclusion Group and D & I Champions
 - LBGT+ Network
 - Women at Work Network
 - Health and Wellbeing Group
 - Customer Champions Network
- * Participated in various employee development and assessment initiatives including the Dolphin Index and Brilliant Scotland Programmes

Outcomes and achievements

The following highlights some key achievements over the last year.

Provision of new homes;

- * Kingdoms development programme was circa £87 million
- * 465 new homes completed
- * Started on site with two Net Zero projects
- * 2022 Corporate Plan confirms a Target Building Programme of around 400 new house starts annually over a 5 year period

Employer and Accreditation's:

- * Investors in People (Gold)
- * Investors in Young People (Gold)
- * Healthy Working Lives (Silver)
- * Staff Satisfaction Levels 92%
- * est Companies 2-star "Outstanding" rating
- * RoSPA Silver Award for Health & Safety
- * Equalities Award
- * Living Wage Employer

- * Carer Positive Employer (Scotland) Award

Customer Services

- * CIH Scotland Housing Awards 2021 Winner; Excellence in Customer Services and Excellence in Scrutiny
- * 3 fold increase in customer engagement in our rent consultation process 2021
- * 725 Individuals received support from Kingdom's Tenancy Support Services
- * 1,430 Money Advice cases supported
- * £841,000 of estimated total customer financial gains including ; access to benefits, assistance with fuel costs, Tenant Grant Fund for arrears due to covid
- * 107 customers referred to our housing advocacy project
- * 907 Non Financial positive Customer Outcomes
- * Access to an on demand telephone and video interpreting service to help breakdown communication barriers with foreign language and BSL customers has been set up.

EXCELLENCE IN HEALTH AND WELLBEING

The right to an adequate standard of housing is inextricably linked to the right to the highest attainable standard of health. The right to health is a shared and inclusive right and good quality, sustainable housing is key to fulfilling this for individuals, families and communities.

Money and Wellbeing Project

Link Housing Association



Statement of support

Link's Scottish National Standards accredited Advice Service provides a range of services to improve tenancy sustainability by addressing debt, providing budgeting support and maximising income through advice, advocacy and support. Providing a lifeline for tenants facing the challenges of the cost-of-living crisis, staff provide tailored services to deal with Link's extensive geography and tenant vulnerabilities.

Links between debt/ money worries and mental health are well known resulting in high levels of non and dis-engagement. Innovation has played a key role in ensuring that Advice Services are delivered such that tenants experiencing mental health issues are supported to fully engage and achieve best outcomes, significantly reducing stress and anxiety and improving wellbeing and confidence.

Link designed and now delivers the Scottish Legal Aid Board funded Money and Wellbeing Project to address debt and money worries and mental health issues.

During the COVID-19 pandemic, how we delivered advice services changed, adapting to suit the restrictions placed upon visiting services at that time. The Money and Wellbeing Project has taken that learning, further adapting it to deliver an innovative remote debt advice service model. Delivering the service remotely has allowed the team to reach 40%

more tenants and to reduce waiting times for service from 21 days to 1 day.

Staff are trained in mental health awareness, including Trauma Informed Practice, ensuring they have skills and knowledge to support tenants to engage and achieve best outcomes.

Project aims:

- Manage financial stress
- Better manage mental health
- Identify personal outcomes and how to work towards them
- Connect to other services and sources of support
- Reduce digital exclusion through access to a Chromebook loan service

Project staffing:

- Approved Debt and Money Advice Officer
- Debt Assistant
- Self Help Coaches - service provided through LinkLiving's Building, Resilience for a Better Home Project

Managed through Advice Pro's customer portal, secure information exchange with tenants and remote document signing delivers a responsive service, providing peace of mind to tenants. The team use Near Me video conferencing platform and also offer access by text, email or telephone. Giving choice maximises accessibility and engagement.

Operating within the Advice Service, tenants accessing the project can access highly experienced welfare rights staff who can complete benefit checks, support tenants to make benefit and charitable fund claims and represent tenants with mandatory reconsiderations and appeals.

The Debt Assistant provides an initial triage service and as the first point of contact, is vital in building supportive relationships with tenants. The Debt Assistant provides advice and support to deal with single debts or with comprehensive budgeting which is proving to be invaluable in preventing debt escalation and equipping tenants to manage their household budgets.

The Approved Debt and Money Advice Officers can access the full range of debt options, providing tenants with relevant information and support them to make decisions on the best option for their circumstances. Through empowerment, tenants gain a greater understanding of their situation and are better equipped to manage their finances and avoid future debt.

A money saving tips and hints leaflet has also been developed.

Self-help coaches use an approach tailored for each individual and introduce resources, techniques and tools to help manage symptoms associated with mental health. Tenants can receive up to nine online or phone sessions with a LinkLiving coach.

Through learning these self-help techniques, tenants are able to better manage their mental health and finances, engage with their community and sustain their tenancy.

The Chromebook loan scheme promotes digital inclusion and connection by providing unlimited data for the duration of the intervention with the project.

Outcomes and achievements

Tenants accessing the project report improved mental health and wellbeing, improved confidence and feel more in control of their lives. Some even credit the service with literally saving their lives.

3,38 million benefit gains

2680 referrals

4497 cases.

980,202 (thousand) debt dealt with

283 debt solutions discussed

100 percent report improved financial capability

72 self-help coach referrals

56 Chromebook loans

Would recommend advice services 1 million percent. I was at an all-time low and scared. It was like the cloud

lifted they made me feel so at ease, then each time I had an appointment I felt more positive that there was somewhere to turn to help me with my money worries. I was able to open up about it after feeling ashamed & so low about it. The team have been amazing they get it.

I now have a 10-year award for my PIP which will help with my stress levels.

Great service, can't thank you enough for supporting me. The stress relief is unreal.

You have been a total life-line in this, can't thank the you enough

Without their help I wouldn't be where I am today, so helpful, professional and friendly and made me feel at ease.

Blantyre Care: Living with Innovation and Fully, Every day

Lead organisation: South Lanarkshire Health and Social Care Partnership

Partner organisation: South Lanarkshire Housing and Technical Resources and Cruden Builders



Statement of support

The national Housing to 2040 Strategy highlights the challenge of designing housing and care in an integrated and innovative manner to enable increasing numbers of older people to live independently in homes that meet their needs and support their health and wellbeing.

South Lanarkshire's Health and Social Care Partnership have been working in collaboration with our Housing and Technical Resources and Cruden Building (Scotland) Limited on a multi-million-pound development in the heart of Blantyre that uses digital technology to meet national challenge and our local ambitions.

The site consists of a new state of the art care facility aimed at supporting people to return home or to a setting which best meets their needs. This will be achieved by providing short-term strength support focusing on rehabilitation and self-care. There is a Centre of Excellence to promote the delivery of health and care to the service users within the facility and technology enabled homes and to the whole of South Lanarkshire, by providing facilities for staff training and through the Technology Enabled Care zone. The latter has been designed in collaboration with the Glasgow Science Centre to showcase how technology enabled care can be used to support people to live well, safely, and independently at home and is the first such collaboration between the Glasgow Science Centre and any Health and Social Care Partnership in Scotland.

There are also 45 houses within the development, (20 technology enabled homes and 25 council houses) for rent. The 20 technology enabled homes mainly support people who are predominantly frail and elderly to live safely and manage their own care. They are designed to be fully accessible with additional tech solutions which range from simple everyday consumer technology, such as voice activated lights and gadgets, to more advanced and specialised equipment including remote alert systems and fall detection. This is part of the wider South Lanarkshire Council's Home+ programme which is supported by funding from the Scottish Government's Affordable Housing Supply Programme.

This development was designed and constructed to be extremely energy efficient with features such as gas savers on boilers, smart meters, heat resistant curtain walling and higher levels of insulation that exceed current Building Regulation requirements. These measures have been installed to help keep bills as low as possible and reduce instances of fuel poverty. Electric vehicle charging points have also been installed to address the current move towards zero emissions.

Early feedback from the housing tenants has reinforced our aspiration that this development has already gone beyond being a new housing development and is a critical contributor to supporting people in their own homes for longer and to help them have a better quality of life.

Betty, the first resident to move into her home in Blantyre said she loves it but couldn't believe it was just for her and gave the development a ringing endorsement.

Betty, a double amputee, who due to her disability requires a wheelchair, said; "It is the most beautiful wee house that I have moved into. The kitchen is massive I thought they had made a mistake and given me a home like this, but it was for me.

"I really love it, I feel a lot of contentment in here".

Innovation is the beating heart of this development and of our wider commitment to supporting people to live well, safely, and independently at home. This aligns to our local and national priorities set out in our Strategic Commission Plan 2022-2025.

The benefits of this forward-looking development will truly be felt across the whole of South Lanarkshire, not only now but well into the future.

Outcomes and achievements

- The overall development champions the 'home for life' principle, allowing people to live as independently as possible.
- Despite the ongoing challenges and restrictions of the Covid-19 pandemic, we managed to continue with this innovative project.
- Our development is designed to be highly energy efficient and address the requirements of Housing for Varying Needs and Lifetime Homes.
- Net zero carbon
- Modern Methods of Construction
- Social/digital inclusion
- Solar panels, energy efficient heating systems, cavity wall and loft insulation



EXCELLENCE IN COMMUNICATIONS

Sponsored by: **resource**
Sustainable Creativity

In challenging times, being there for your community is exceptionally important. This award recognises landlords whose communication with their tenants and residents has been outstanding over the past year, keeping them fully informed and supported or helping them to stay in touch with their friends and family during the pandemic through initiatives such as digital inclusion.

Communicating Wheatley Group to a global audience

Wheatley Group



Statement of support

This year Wheatley's communications team shared the Group's outstanding work and good news stories not only in Scotland - but with a world-wide audience.

The team shone a light on the work of our frontline colleagues and support teams to transform the lives of young people and families, while highlighting the Group's efforts in tackling homelessness and the cost-of-living crisis.

Kennishead in Glasgow is rarely the focus of attention. But that changed when the Duke and Duchess of Cambridge surprised residents with a visit and the community, and all that is good about it, came to the world's attention.

The communications team was at the heart of it all from day one. From briefings with Palace officials,

several security meetings and arranging for tenants to speak to the media, the communications team was central to the success.

On the day, a Wheatley Homes Glasgow tenant hosted the future King and Queen, where they heard how the energy-efficient house design is helping reduce her energy bills.

They met children benefiting from free reading books thanks to a partnership between Wheatley Foundation and Dolly Parton's Imagination Library then heard from a student how an education bursary from Wheatley Foundation is supporting her dreams of becoming a secondary teacher.

The story we told was of the depth of the wraparound services offered and the life-changing difference our services make, not just in their day-to-day lives but in helping dreams to become a reality.

Thanks to the Royal visit, media coverage of that work was seen around the world.

High-profile pieces featured in international outlets such as the New York Times, Hello! Magazine, in addition to saturated coverage in Scottish and UK-wide publications, including the Sun, The Times, Daily Mail and the Daily Record. In total, the visit received 50 print and online hits.

The online coverage dominated social media, with the news being shared on the Royal Family's Twitter and Instagram accounts - a combined following of 15 million people. It also featured prominently on the

Royal Family website.

We continued the coverage afterwards through focusing on human interest angles, such as on the story of one elderly gentleman who was pictured hugging the Duke of Cambridge. We arranged a follow-up interview with him, which featured in the Daily Mail – print and online – as well as in the Scottish Sun, Glasgow Times, the Daily Express and the Metro. All repeated the key messages from the visit: how Wheatley is supporting tenants and helping tackle homelessness.

We shared the news with staff with fresh angles, including how the Royal couple enjoyed a private lunch in the local housing office used day-to-day by staff.

It was also a year of huge change at Wheatley Group, whether that was our way of working or the name of the Group's largest social landlord.

After the pandemic, we adapted our long-standing business model of staff working in local offices, where customers could visit to receive services. This was one of the biggest changes to the business model in our history and it was vital every tenant across the Group was heard throughout the process.

That change was followed up by another significant milestone when Glasgow Housing Association became Wheatley Homes Glasgow.

Both required the team to use an array of communication tools, including newsletters, website, and social channels as well as traditional media outlets, to engage with customers and ensure their views were heard.

To ensure this process was as smooth as possible, the team had to ensure key messages shared across all the different communications tools were clear and consistent, while ensuring information on the changes was easily accessible.

Outcomes and achievements

The Communications Team secured 55 pieces of coverage for the Royal visit itself and a further six pieces of coverage in the days afterwards focussing on the gentleman who met the Duke of Cambridge. Coverage included international titles such as the New York Post, news.com.au – Australia's leading news site, and Hello! magazine.

Leading titles in Scotland such as the Scottish Sun and the Daily Record reported the story and online coverage included the Royal Family website, Sky News, BBC, STV and the Daily Mail.

The team's efforts in creating a buzz around the story online also proved very successful.

On Twitter, there was a month-on-month increase in profile visits of 220.6%. There was also a 200% rise in the number of mentions and a 367.34% increase in Tweet impressions.

It was a similar story on Facebook with reach on the week of the visit being up 156.7% compared to the previous week. Page visits rose by 181.4% and likes increased by 20% over the same period.

Our tenant engagement for the new way of working was an overwhelming success with 94% of tenants engaging in the process and voting with almost 92% backing the proposals.

Kingdom Housing Association: Building A Co-Housing Community

Kingdom Housing Association



Statement of support

With a long-established organisation like Kingdom Housing Association, it's rare to find a project that

hasn't been tackled before. But 43 years after being founded, that's exactly what happened when Kingdom launched a new Co-Housing Community at Earlsgate, Scone.

Delivered through its mid-market subsidiary Kingdom Initiatives, the Co-Housing project presented a unique set of communication challenges, not least of which was attracting a customer base with a specific demographic. Planning conditions on the 51 apartment development meant that all new residents had to be aged 55 or over.

To build a Co-Housing Community that satisfied planning restrictions, Kingdom adopted a multi-platform approach to advertise the new development and target potential residents.

Combining digital, print and face-to-face communications, the team at Kingdom were able to reach the relevant customer base and successfully deliver on the goal of building a Co-Housing Community in Scone.

The suite of communication activities included:

* Development and launch of a bespoke website: www.earlsgatescone.co.uk The launch of a website unique to the Co-Housing project was an important part of the marketing strategy. The design and content of the site reinforced and reflected the quality of the development. The website had to make a positive first impression on users, be coherent in its design language, and be a useful source of information. The colour palette of the website and all related marketing materials reflected the Kingdom Initiatives brand.

* Print Campaign. Given the target audience for the campaign, traditional print media could not be ignored. Suitable copy was provided for advertorial content in The Courier, a local newspaper with significant reach in and around Fife and Perth and Kinross, where the majority of potential residents would come from. The published text explained the Co-Housing ethos, directed readers to the website, and advertised a series of in-person roadshow events. To back up the advertorial campaign, ten half page adverts and two full page adverts were also published.

* Digital Campaign. The advertorial copy was replicated on The Courier online and social media posts were created for Facebook and Instagram targeting the desired demographic. These posts combined static images, short animations, and longer form videos to successfully maximise potential engagement, as detailed in Outcomes & Achievements.

* External Signage at the development. Traditional roadside signage still has a role to play. Producing and installing aspirational signage at the site of the development not only directed potential customers to the new project specific website, but it also served the dual purpose of letting the local community know what was happening at the site. Particularly relevant in a relatively small community like Scone where residents were extremely keen to know that everything was being done to adhere to the original planning consents for the site.

* Brochures and In-Person Open Day Events. Kingdom held a series of in-person open days at Earls Gate that not only gave visitors an opportunity to look around the apartments and communal areas, but also to actively engage with Kingdom's housing and tenant participation team who were on hand to explain more about life at Earls Gate and the Co-Housing concept. A great deal of graphic design was used to produce pull-up banners, glossy brochures, and A1 and A2 posters and signage that included apartment plans, site map and an explanation of Co-Housing.

The communications strategy for Kingdom's Co-Housing Project leveraged traditional and modern methods of communication to engage with the target audience and demonstrates excellence in communication.

Just 106 days after the development was handed over to Kingdom, the first residents moved into their new homes and all 51 properties are now occupied.

Outcomes and achievements

* Advertising posts on Facebook and Instagram achieved a total of 44,500 impressions with a reach of 22,400 to qualified leads. Users clicked on the ads 1,900 times contributing to a click through rate of 4.35%. Demographic data confirmed Women made up a total 74% of the engagement with the most engaged stemming from the 55+ age bracket, in line with targeted audience brief.

* Advertorial in The Courier achieved 20,000 impressions with 231 clicks to the content article. This contributed to a click through rate of 1.16% which is well above DC Thomson's industry benchmark of 0.88%. Overall the article achieved 2,900+ pageviews.

* Advertising video posts on Facebook and Instagram achieved 36,935 impressions with a reach of 9,412 to

qualified leads. Users clicked on the ads 93 times to the Earls Gate website. Overall the video was watched fully 1,237 times.

* The marketing campaign successfully attracted the target customer group. Resident composition:

- * 53% of residents retired
- * 87% came from the local geographic area
- * 30% previously lived in private rented sector homes and 19% were RSL tenants
- * 81% of the homes are single occupancy
- * Average age of the lead tenant is 68
- * 68% of residents are female

Digital Tenant Participation

South Ayrshire Council



Statement of support

Initially, South Ayrshire Council it was vital to keep our Tenant Participation service running through the Covid-19 pandemic by keeping tenants involved whilst reducing social isolation. However, this objective has continually progressed and embedded digital communication as a standard method for participation.

Our Tenant Participation Team proposed that the Housing Service invest in technology that could be provided to Involved Tenants to allow them to continue to participate in the evolving digital methods of engagement.

Our shift to communicating digitally with tenants was about more than just sharing information or signposting was more about how we could move real engagement and participation in the design and delivery of housing services online.

Considering for some people moving online would be a huge shift from how they normally participate we came up with the idea of starting off with an informal online coffee and chat session, to provide a platform for tenants to come together in a more casual way, build up new skills, embrace technology and help to combat social isolation.

The coffee and chat sessions helped us to grow the confidence of our tenants with virtual meetings and led to us conducting our first official online business meeting. We have since assisted Involved Tenants to be involved in their Housing Service by conducting the following business meetings online:

- Communication Group
- Sign off of Annual Return on the Charter
- Allocations Policy Review
- Housing Revenue Account Working Group
- Monitoring Group
- Overview of Comprehensive Satisfaction Survey
- Reviewed Tracker Satisfaction Surveys

We had many barriers to overcome such as:

- Some of our involved tenants not having access to a device or internet connection
- Those who had a device or internet connection but no experience of video calling or had limited digital skills/confidence.

This led to us investigating the best way to become more digitally inclusive and developing the proposal of possibly issuing involved tenants with iPads and a sim card to provide them with a device and internet access.

By investing in technology to enhance digital involvement for tenants we had the following aims and objectives:

- The ability to run more sessions online - this could also assist others who may not want to attend a traditional meeting or those whose health restricts them from attending meetings.
- Allows the team to engage in different ways with involved tenants.
- Assists with social inclusion and social isolation.
- Allows the team to upskill tenants who may not have the current skills or resources to go online.
- This would allow tenants to take notes at meetings from the discussion electronically to allow them to keep this info all in one secure place rather than using traditional paper methods.
- Reduce/Eliminate printing and postage costs.
- With additional meetings being online the team would be able to reduce transport and catering costs which is a larger part of the budget costs to Tenant Participation
- No financial burden on involved tenants to purchase equipment or internet services to get involved with online meetings.

In order to ensure that tenants felt comfortable in using these digital platforms our Tenant Participation Officer and Tenant Participation Assistant provide support and training continuously. No tenant was left behind due to their level of digital knowledge. We engaged with them in group settings to provide step by step guides on how to use these platforms as well as spending time individually with tenants to support their learning of the new platforms and increase their confidence.

Longer term by investing in technology and increasing digital involvement it has been beneficial to allow us to provide alternative ways to participate and provide an excellent resource to involved tenants.

Outcomes and achievements

All Involved Tenants are now confident with technology with some going from never using the internet to now confidently shopping and banking online.

By investing in technology we are ensuring we are inclusive as possible around Tenant Participation activities and digital engagement.

By increasing our digital involvement we have also made efficiency savings that has covered the cost of providing devices and internet access and also

allowing us the opportunity to fund other Tenant Participation activities. The total cost of providing 15 devices with internet access cost £6270. In 2020/21 we saved £8,000 and in 2021/22 budget saved £7,300. These saving were made purely from transport and catering costs associated with traditional face to face Tenant Participation meetings.

The difference achieved by increasing our digital involvement is that we have allowed Involved Tenants, no matter what their access to technology previously was, remain actively involved in Tenant Participation.

NET ZERO IN HOUSING

The housing sector, like many others, is faced with the challenge of cutting carbon emissions to achieve the Scottish Governments' net-zero targets by 2032.

This award celebrates organisations that can demonstrate they have overcome some of the significant challenges in cutting carbon emissions. Applicants may consider new developments, retrofit projects or any other initiatives that have helped reduce carbon emissions.

Kingdom's Net Zero Journey

Kingdom Housing Association



Statement of support

Kingdom's commitment to innovation and sustainability has been long standing with the organisation's net zero journey and strive for greener developments beginning some time ago.

This submission summarises Kingdom's journey so far and provides some continuous improvement examples, leading incrementally towards the delivery of Net Zero standards.

Sustainable Housing (1999) - Casting our minds back to the beginning of the journey, Kingdom completed its first sustainable housing project at Turner Crescent, Methil. The 15 homes incorporated a variety of efficient features in an attempt to apply environmental principles and reduce running costs for tenants. The specification included solar panels, sun-stores to maximise solar gain and breathable walls - many of which we find are commonplace within current developments.

Kingdom House (2010) - A highly sustainable, net zero carbon family home which became the first Passivhaus Accredited home for social rent in the UK. The specification included highly efficient building fabric, airtightness, reduced heat loss, improved indoor quality, reduced heating demand and reduced energy costs.

The Housing Innovation Showcase (2012) - This project showcased various renewable technologies and modern methods of construction as part of a fabric first approach. A total of 10 different off-site construction systems were developed and evaluated to inform future strategy. The systems included a range of closed panel timber systems, SIPs, Passivhaus and a fully modular system. The project has been subject to various design, as-built and social evaluation studies.

Net Zero (2022) - Recent completion of a 4 unit project which was built to Net Zero Standards. The project was developed using an innovative form of off-site construction. The specification included air source heat pumps, photovoltaic panels, waste water heat recovery to reduce energy use and costs for residents.

Net Zero Passivhaus Project (2022); Kingdom's 30 home project in Gauldry has been designed to full Passivhaus standard. The project aims to demonstrate that Passivhaus standards can be mainstreamed across an affordable housing programme, rather than only as part of demonstration projects.

As a social landlord Kingdom has around 6,000 affordable homes. Maintaining and improving its existing stock is a primary objective. Delivered through a planned improvements programme Kingdom's stock meets the Scottish Government's Sustainability, Environmental and Energy Efficiency Standards,

including the Scottish Housing Quality Standard (SHQS). Over 55% of Kingdom's housing stock has been improved to comply with the current Energy Efficiency Standard for Social Housing (EESSH2) standards which provides environmental benefits and helps tenants reduce energy use and costs. The next stage is to identify and implement improvements to Kingdoms existing stock to meet Net Zero standards and progress a pilot project which is planned for 2023.

Kingdom is committed to tackling the ongoing climate emergency and demonstrates this through its' recently published Net Carbon Zero Strategy, which aims to:

Reduce emissions from its Existing housing, New build programme and Office buildings, vehicles and services.

Raise the profile and benefits of energy efficiency.

Support customers, communities and staff to adapt to the impacts of climate change.

Kingdoms Net Zero journey has been incremental over the last 20 years and is still ongoing. Kingdom's strategy builds on the early achievements and is responding to the ongoing challenges with the implementation of a Net Zero action plan for the next 5 years.

In conclusion, significant advances have been made in relation to new build provision and improved standards have been introduced as part of Kingdoms existing stock improvement programmes. To-date Kingdom's Net Zero journey has delivered a positive impact in respect of reducing carbon emissions, energy use and energy costs for residents.

Outcomes and achievements

Kingdom has a long successful track record of innovation. Below identifies some of the key outcomes and achievements delivered through the projects developed as part of Kingdom's Net Zero journey:

Building Regulations Enhanced Sustainability Standards

Off site Panelised Timber Systems and Modern Methods of Construction

Highly Energy efficient rating of A (92 plus)

Net Zero heating systems

Photovoltaic and solar thermal panels

Waste water heat recovery

Mechanical ventilation with heat recovery

Reduced energy costs for residents

Reduced carbon emissions

Developed the first Passivhaus in the UK for social rent and developed further projects in line with the key 5 principles of the standard:

High Quality Insulation

Heat Control and High Performing Windows

Airtight Construction

Heat Recovery Ventilation

Thermal Bridge Free Design

Kingdom has developed a Net Zero Strategy and this will be the focus of its future climate change journey. The strategy aims to achieve a range of objectives and the Gaudry Passivhaus project contributes to this through:

Reducing carbon emissions

Reduced energy use and costs

Fabric first approach;

Net zero carbon heating systems

Provision of electric vehicle charging facilities

Raising customer and staff awareness of climate change

Extending the use of sensor technology and SMART metering and assistive technologies.

Blackstoun Oval Retrofit Project

Renfrewshire Council



Statement of support

Renfrewshire Council has set out a plan working towards net zero by 2030, and reducing carbon emissions within the housing stock is an essential component of that plan.

As a responsible landlord, the drive to meet net zero must be balanced with protecting running costs for tenants. Therefore, the principal of reducing demand through a fabric first approach has been adopted by Renfrewshire Council, in an effort to not only reduce carbon emissions, but also lower residents' energy demand and ensure our properties are sustainable and fit for the future.

An example of the delivery of this approach was in the retrofit project of Blackstoun Oval in Ferguslie Park, Paisley. Based in one of the most deprived areas of Scotland, Blackstoun Oval is a housing estate of predominately 4 in a block cottage style flats which were built in the 1920's and 30's. Of standard solid brick construction, significant investment was required to ensure that the homes were sustainable, energy efficient and attractive for residents to live in for years to come.

The project went beyond the basic improvements required to improve SAP ratings and instead focused on demand reduction by closing the performance gap often encountered in retrofit projects. 122 properties, with a mix of private owners and tenants residing in them, were retrofitted with an externally installed whole house package of improvement works.

A PAS2030 compliant specification was applied with the main element being a Structherm External Wall Insulation system. To ensure full coverage of the system and remove unnecessary thermal bridging, all services including gas supplies and boxes, downpipes, waste pipes, flues and ducts were extended, or removed and replaced. Satellite dishes were removed and replaced with a communal system. Roof extensions were carried out where required to allow the wall insulation to meet with the loft insulation, and wall insulation was continued below the floor level to reduce heat loss.

Roof replacements were carried out in all properties, with Solar PV integrated into the roof on the fully council owned blocks. 6 panels, totalling 1.8kw were connected directly to each property, providing an instant reduction in energy bills, but perhaps more importantly the installation helps to prepare for the eventual switch from gas boilers to the electrification of heat.

Windows were replaced and refitted with air tightness membranes, and ingoes were insulated. Silicone Render was selected as opposed to a dry dash finish to try and reduce maintenance issues in the future, and aluminium overcills were fitted to reduce future potential staining from rainwater.

Aesthetically, Renfrewshire Council wished to retain some of the architectural features of the original properties to try to retain some character. While this was not possible without compromising the energy efficiency and carbon reduction savings, prominent features were replicated by applying a contrasting coloured render.

A number of the homes within the area were privately owned, which meant that owner consultation was required to allow improvements to mixed tenure blocks to proceed. Renfrewshire Council managed all works, and while there were small contributions required from owners, a financial package included Energy Company Obligation (ECO), Private Sector Housing Grant (PSHG) and Area Based Scheme (Abs) funding to support owner participation in the project.

Outcomes and achievements

Renfrewshire Council has gathered data and feedback from residents who participated in the project. Residents' feedback has been extremely positive, noting that comfort levels within the properties have increased, heating is required less, meaning a saving on bills and that visually the project has made a huge difference to the area.

Thermal Imaging shows a clear reduction in heat loss through the walls, and that thermal bridges have been dramatically reduced or removed. EPC's indicate that emissions will have dropped by roughly 1.5 tonnes per year per property and all exceed EESSH 2032 targets with a number reaching Band A for energy efficiency.

Sensors installed show that throughout the winter of 2021/2022, the average internal temperature was 19 degrees, with Humidity and Air Quality well within the ranges of a healthy environment to live in. Even with achieving these comfort levels, annual Gas and Electricity usage has been reduced to well under the national average.

Solar Panels are generating on average 800kwh per year for each property. At the time of install, this would have equated to a potential saving on electricity bills of around £150 per year, but current prices mean a saving close to double this is being achieved.

DGHP Decarbonisation and Renewables Project

Wheatley Group



Statement of support

Dumfries and Galloway Housing Partnership (DGHP) is Scotland's second largest social landlord with more than 10,000 affordable homes across the region.

The region, which is largely rural and covering some 2,380 square miles, brings with it significant challenges around providing heating solutions to some customers in areas that have no access to mains gas.

We are proud to be part of Wheatley Group - Scotland's leading housing, care and property-management group - joining in 2019.

Following a full stock condition survey of 10,300 DGHP properties in 2019, a number were prioritised for investment works - particularly where they were not performing well in respect of energy efficiency.

An asset strategy was drawn up to work towards compliance to EESSG2 by 2032 and net-zero by 2045.

A total of 101 properties were identified that had solid fuel as their primary source of heating. Funding was granted from the Scottish Government for a decarbonisation and renewables project for these properties.

Improvements to homes included the installation of air source heat pumps, solar photovoltaic panels and battery storage technology to decarbonise heat provision in these homes. The project aims to make fuel bills for customers more manageable, increase the amount of energy generated and stored from renewable sources and also make these homes environmentally friendly, cutting carbon emissions and contributing to a sustainable future.

Customers who have solid fuel are more likely to be at risk of fuel poverty as these properties are the least energy efficient. The homes selected for improvements are located within areas with high levels of deprivation and in rural remote areas further exacerbating the difficulties many face in heating their homes.

The project looked at innovation and a holistic approach to energy efficiency and decarbonisation. The whole fabric of the home was assessed and other energy efficiency measures such as external/cavity wall insulation is also carried out at the same time.

John, 49, and Tracy, 62, live in the Stewartry area and used to have a coal fire. They have received a new air source heat pump, solar panels and a Tesla battery.

John said: "We love the new system, it's brilliant. The system is paying for itself and we are paying less than £20 a month for our electric now - we were spending that every week on coal alone, never mind our electric on top.

"Even in the winter it was much cheaper than we'd been paying at around £100 a month.

"My partner doesn't have good health and she was always cold before. Now she's very comfortable with the temperature in the house and feels it's a nice temperature."

The property is now no longer emitting any carbon into the environment, something John and Tracy say is really important to them.

"We've always been keen on being green and the fact we are no longer putting out any bad emissions into the environment is great news."

Wendy and Paul Turner live in Garlieston in Wigtownshire and are over the moon with the new system and the reduction in their energy costs.

Wendy, 52, and Paul, 51, say they can't believe the difference; "We moved into this house earlier this year

and our bills were going between £110 and £170 a week. I always check my bills weekly and that really hit home how much it was costing.

"We love the new system, it's so easy to use and is really cheap to run. I know it's the summer but even still our most recent bills have been £12 and £16 per week, that's a huge difference from £170."

Outcomes and achievements

The project, which started in April 2021, is due to finish in September and to-date 89 properties have already received their new systems

We currently have 50 homes providing consistent data on the energy used in their home and this will increase to 100 homes by the end of the project.

On average, 77% of the energy used by these properties is free, customers who have benefitted have their electricity supply coming directly from energy generated by the solar panels, which is then used and stored in the battery. This has resulted in considerable cost savings for our customers, with

weekly costs reducing by 91%, going from £170 to £16 per week

When all properties in the programme have been completed the forecasted carbon emissions reduction is 348,561 kg CO₂e.

Key to the success of the project has been the high level of customer engagement. Customers have been able to transition from ineffective, expensive systems that emitted high levels of carbon to an innovative, energy-efficient renewable alternative that is saving them money on fuel bills and reducing the impact to the environment.

Springburn energy renamed to: MSF Energy Conservation Project

ng homes



Statement of support

ng homes have been working exceptionally hard to improve energy efficiency across its housing stock to meet our EESSH obligations and reduce emissions in our social housing properties in Glasgow. We are currently on track to achieve our overall target of slashing our carbon emissions, in line with the net-zero targets for Scotland.

Actively responding to the net-zero challenge, we conducted surveys of all our properties with a specific focus on energy efficiency, as well as health and wellbeing surveys, allowing us to identify the areas with the greatest levels of fuel poverty within the housing stock and see where energy was being

wasted. The data gathered allowed us to create energy efficiency investment programmes, which we further supported through the development of feasibility studies to identify the most suitable Energy Conservations Measures (ECMs) for each project. This work enabled a deeper analysis of the potential outcomes each ECM solution would have to reduce fuel poverty levels whilst reducing emissions and making our housing stock more energy efficient.

As an example of how we have taken the retrofit agenda forward, we have placed the PAS2035 standard at the core of all our energy efficiency work. A specific project that demonstrates our fantastic achievements in retrofit works thus far is the project we are delivering in Springburn. Like many RSLs, our tower blocks were identified as needing substantial upgrades, as they were from the 1960s and had old inefficient heating systems that weren't operating correctly and were expensive to operate for our tenants; the hope was to deliver a project that would transform 600 properties and create some of the most energy-efficient tower blocks in the country.

Informed by the comprehensive feasibility study, we worked alongside specialist heat network consultants and engineers to retrofit a revolutionary Air Source Heat Pump (ASHP) District Heating systems to six 26-storey tower blocks situated in Springburn, through an £8.5m project. Located in one of the most

economically disadvantaged areas in the UK, with high levels of fuel poverty, we aimed to revolutionise the way their tenants heated their homes in these tower blocks. In an awe-inspiring project, banks of eleven ASHPs were installed on each of the roofs of the tower blocks in the area. The roof-mounting solution was a response to a lack of space on the ground around the buildings, causing us to implement a revolutionary system that would later become a key solution in the Scottish Government's Heat in Building's Strategy. This feat required the use of the second biggest mobile crane in Europe and one of the most complex crane lifts ever conducted in Scotland.

The new heating system utilises zero-emission technology and does not require the use of traditional carbon-emitting fuel sources. This source of heating responds to the net-zero challenge in Scotland, which

provides better co-efficiency of performance over standard heating systems to provide cheaper heating and hot water for tenants.

To fund this project, ng homes successfully demonstrated the project's viability which resulted in securing grant funding from the Scottish Government, which is one of the largest grant awards given in Scotland to date. Additionally, this enabled ng homes to compress its six-year Investment Plan for the buildings into two years, which also incorporated major fire safety improvement works.

This new system will last far into the future, with a predicted lifespan of 25 years, allowing it to continue to provide emission-free energy to ng homes tenants at a lower energy cost. The impact on tenants' health and well-being will be significant.

Outcomes and achievements

Through the heat network design, we have forecasted that tenants will see savings of up to 64% on average against their existing heating bills. Overall, the tower blocks will see carbon emissions reduced by 684,214 kgCo2e. Due to these changes, the six tower blocks will become compliant with the Energy Efficiency Standard for Social Housing 2 legislation ten years before the deadline of 2032.

Additionally, we have deployed machine learning tools to monitor the district heating system, which we hope will further improve energy efficiency through better system performance.

In August 2022, the First Minister, accompanied by the Minister for zero carbon buildings, visited the project

to see the successes first-hand and were thrilled with the way the buildings were pushing forward the net-zero agenda for Scotland. The project was also a key project demonstrator during COP26, with hundreds of delegates visiting throughout conference.

Additionally, the 2021 Landlord report revealed that 90.1% of our tenants were satisfied with the service provided. ng homes are achieving their focus of providing a sustainable, positive lifestyle for their residents and their families, with a widespread impact of reduced energy bills as a result of the heating system changes.

APPRENTICE OF THE YEAR

This award recognises the contribution of apprentices across the length and breadth of the housing sector in different areas and specialisms. The winner of this award will have demonstrated their commitment to personal development with achievement and attainment in learning.

Fern Barclay

Kingdom Housing Association



Statement of support

Fern Barclay joined Kingdom Housing Association in July 2019. Since then, she has worked hard to enhance her career and knowledge of health and safety and understand how all the departments within the Kingdom Group operate. This has enhanced her ability to support Kingdom's businesses to make pragmatic H&S decisions, including risk management, helping Kingdom to meet its statutory requirements and most importantly helping to keep our people and our tenants safe.

Dave Roy, Kingdoms Health and Safety Officer and Ferns mentor said 'Fern has built up an excellent knowledge and understanding of the day to day health and safety requirements for housing and care organisations including regulatory bodies such as the Care Inspectorate, HSE, Scottish Housing Regulator and the Local Authority HMO inspection team. Fern understands the H&S and Statutory standards which are required to keep our tenants, staff and customers safe. This includes participation at HMO inspections, researching and writing H&S assurance reports for the Chief Executive, delivering health and safety inductions. Fern was key in helping create indicators

for Scotland's Housing Network's Tenants Safety Group along with other safety related groups outside Kingdom'

Fern developed and presented a Personal Safety session for Kingdom staff to highlight issues around keeping safe both in and out of work. Separate sessions were delivered to Kingdom's Women at Work group. These sessions were very well received.

Fern has been involved with internal auditing including the Kingdom Housing Association Chief Executive Compliance and Assurance Reports.

Andrew Latto, HR Director with Kingdom said 'Fern has exceeded all of the learning objectives set out in her three year trainee development plan. Fern continues to focus on her personal development and frequently suggests innovative new approaches and initiatives. She is very well respected by colleagues and customers and is known for her calm, collaborative and supportive professional practice. Feedback from everyone she interacts with is invariably very positive'

Fern contributes towards broader organisational objectives including our culture change programme and has recently been elected to chair at Kingdoms young persons forum.

Fern participated in the joint Housemark/SHN Tenant Safety working group, sharing best practice in fire, legionella, electrical etc safety. This included Kingdom's processes on keeping our tenants safe. These indicators were used as a benchmark for KPIs which were piloted at the start 2022.

Fern worked with a local film company and helped to produce a Kingdom fire safety video which was filmed on Kingdom properties / offices and starred Kingdom staff. The fire safety video is now part of Kingdom's induction training.

From the moment she joined Kingdom, Fern has taken

ownership of and driven her personal development. Fern has committed time, energy and effort to both her work based and academic learning and has seen excellent results in all of these.

Fern has continued to work hard to enhance her career and knowledge of health and safety, ultimately increasing her ability to help Kingdom make sensible H&S decisions, including risk management and helping Kingdom to meet its statutory requirements and most importantly helping to keep fellow colleagues and our tenants safe.

Bill Banks, Kingdom Chief Executive said 'during her time with us, we have received nothing but positive feedback from Fern's work colleagues and customers on the work that she delivers. Since starting with Kingdom, Fern has exceeded her objectives each year, displayed positive behaviours, demonstrated a range of competencies and she continues to make a valuable contribution to Kingdom. In recognition of the value we attribute to Fern, she has recently been appointed as a permanent Health and Safety Adviser with Kingdom'

Outcomes and achievements

Fern completed the IOSH Managing Safely course and the NEBOSH general certificate (with distinction) and is now working towards her NEBOSH Diploma.

Fern played a significant role in Kingdom's application for RoSPA's 2022 health and safety awards which resulted in us being awarded a RoSPA silver for health and safety.

Fern was awarded the Kingdom Chief Executives Staff Recognition Award for demonstrating the full range of Kingdoms CARES Values (Customer, Accountable, Respect, Efficient, Supportive)

Fern was recently recognised as a RoSPA COVID Workplace Champion by the Royal Society for the

Prevention of Accidents. The accolade was awarded in recognition of her expertise, passion and unwavering commitment to keeping customers, colleagues and our tenants safe during the COVID-19 pandemic. Working from Home meetings were held at the start of the pandemic and Fern delivered web meetings to staff to help them adjust to the new way of working. Fern was also instrumental in helping to source display screens and other equipment for staff. Fern helped to produce a working from home assessment sheet. Fern was instrumental in supporting Kingdoms return to the office, developing guidelines for staff, making the offices Covid secure with the relevant signage, PPE, wipes and hand gel.

Morven Sanderson

South Lanarkshire Council



Statement of support

Morven Sanderson was recruited by South Lanarkshire Council in January 2020 through a Modern Apprenticeship Training Programme. Morven achieved the two-year Housing Modern Apprenticeship following a highly competitive interview where over 60 young people applied.

Morven commenced her apprenticeship just months before the Covid-19 pandemic and began her journey with the council and housing teams in the most unusual of circumstances.

As an organisation, South Lanarkshire Council was well placed to ensure officers were able to work from home during the initial stages of the pandemic. Remote training was provided to Morven, and she was able to develop her skills and build her knowledge of the service, wider housing sector and the local authority area. Despite the pandemic from the very outset Morven demonstrated her skills and ability to effectively connect with colleagues across relevant teams and services.

This approach has been invaluable helping Morven to build good relationships with housing customers and colleagues. She has a proven track record of being able to tackle problems calmly and effectively and is a much-valued member of the local Housing Team within Cambuslang.

It was clear from the outset that Morven was keen to learn and develop and, as well as workplace activities, Morven completed the SVQ Level 2 in Administration and the Chartered Institute of Housing qualification Level 2. She excelled in meeting and exceeding all her coursework and practical assessment requirements, with her SVQ Assessor highlighting her positivity. Morven has successfully attained both qualifications.

Morven has consistently shown a keen desire to learn and genuine appreciation of the importance of the services she is involved in delivering. She routinely displays a capacity to reflect on her progress, communicating any concerns, ask questions, and make decisions effectively.

Her interpersonal skills have ensured she works as part of a team and has developed good relationships with colleagues.

Morven's work is truly appreciated by her colleagues and customers. It is clear she has a bright future ahead of her in housing. Her drive to succeed coupled with her skills and positive attitude resulted in her successfully achieving a permanent post within the local Housing Team as a Housing Assistant. Morven continued to develop in this role with her training plan, further enhancing her skills and firmly establishing her as a valuable team member.

Morven was then successful in achieving a promoted post as a Housing Officer, which is an excellent achievement for a young person in such a short space of time allowing her to continue her housing journey.

Morven has excelled in both roles and has put into practice the training and learning she received. Her manager recognises that she has showed a high level of competence and has used her learning as well as carrying out work to an extremely high standard.

Quote from manager " "Morven has embraced every challenge throughout her journey as an apprentice with South Lanarkshire Council and has shown from the outset she is keen to learn and develop her skills and knowledge. Morven very quickly developed an excellent working relationship with all members of the Housing Management Team and, because she was mostly office based, her ability to provide clerical support, was invaluable to support and facilitate service delivery during the pandemic. Morven has blossomed within Housing Services and her commitment and desire to progress has been shown from the outset. This commitment was central to Morven being successfully nominated by several of colleagues for the Service's "WOW award" where colleagues recognised her willingness to go above and beyond in her daily work."

Outcomes and achievements

Morven has faced challenges of working during the Covid-19 pandemic, whilst still learning and developing through her apprenticeship. Completing SVQ Level 2 in Administration and Chartered Institute of Housing qualification at Level 2 within a year was a major achievement.

Morven has shown a clear drive to succeed as well as ambition to progress within the housing sector. She is reliable, dependable and has a can-do attitude which opened new opportunities and challenges for her.

Her commitment and successes to date, as well as her willingness to continue upon her journey of personal

development means she is extremely well placed for a promising career ahead. She is a dedicated asset to the housing team and places customers' needs at the heart of everything she does and is clear on her desire to make a positive difference to people's lives.

South Lanarkshire Council believes Morven is an excellent candidate for the Apprentice of the year award given her hard work and dedication to both her position and ongoing learning and development. Although her career is in its infancy, she has already impressed colleagues, managers and others within the service on her abilities, approach and desire to improve her knowledge and skills.

Laura Sneddon

Forgewood & Garrion Housing Co-operatives



Statement of support

Laura started with the Co-op in September 2021, it was Laura's first job from leaving school. Laura saw the job advertised and applied because she wanted to make a difference and she felt it was a great opportunity to develop her skills in a rewarding sector. Laura had no prior experience of social housing but already had a strong sense of social justice. Laura started her role working with the Co-op as a Modern Apprentice during the COVID-19 pandemic. Laura met all her colleagues and all the responsibilities of her job over zoom, which is challenging to say the least.

Especially when working from home, Laura didn't have the benefit of her colleagues sitting beside her when she was dealing with a wide range and sometimes complex enquires. Laura was on the frontline for phone calls, during a pandemic, try to learn on the job.

When able and the rules allowed Laura was allowed to come into the office for 1 or 2 days a week.

Laura has recently completed her Modern Apprenticeship in Social Housing, carrying out administrative jobs and gaining knowledge and experience in all aspects of social housing.

Laura's roles include, reception duties, answering and dealing with phone calls, and the daily running's of the Co-operative, putting through job lines for repairs, making appointments, booking out and organising rooms for bookings.

Laura assists with the maintenance team with booking jobs in for them and also issuing appropriate job lines out to our external contactors. Laura also assist the

housing officers, helping with looking for applicants for our void properties, issuing out block letters or letters, following through with tenants with recharges, uploading Common Housing Register forms onto the appropriate system, phoning tenants regarding rent and much more. Laura's tries to assist in any way she can to gain knowledge and experience.

Laura have shown dedication to Garrion Peoples Housing Co-operative by involving herself in all aspects of the job and applying her when needed and necessary. Laura enjoys learning new skills to develop her knowledge whilst working with the Co-operative.

Laura is an extremely dedicated person, punctual and a reliable member of the team.

Laura always meets deadlines set out for her. For example Laura completes all of the settling in visit phone calls before they are required. Laura like clockwork every morning runs the rent report from the allpay system (rent payment system) and she sends this to our housing officers first thing in the morning to ensure they can take this forward if necessary.

Laura always like to seek feedback from her fellow colleagues, to see if there if anything she can work on to improve and impact our organisation positively.

Laura acknowledges that the most challenging part of her role is effectively assisting vulnerable people with chaotic lifestyles. Ensuring that they allow the support Laura has organised for them to take place. For example attending a meeting to ensure they get they get the correct levels of benefits they are entitled too, attend housing appointments and allow access for repairs to be carried out.

Laura says the biggest things going for social housing is that the sector generally offers good affordable rents (especially in a cost of living crisis) and our communities are mixed and inclusive of everyone.

Laura's advice for someone coming into the sector would be that it is a great opportunity and you will gain lots of knowledge and experience.

Laura's next step is to gain as much experience as possible and see how her job role progresses.

Outcomes and achievements

During her time with the Co-op Laura also completed and achieved a qualification in social housing SVO Level 6. To achieve this qualification Laura completed multiple assignments and uploaded many different pieces of evidence to support a specific outcome, this was assessed by SHARE (learning & development organisation).

Laura started a Business & Administration SCQF Level 6 qualification in April this year.

Laura has developed many skills whilst undertaking my modern apprenticeship such as numeracy, literacy and dealing with customers. This has also developed Laura's confidence as she deals with many different issues and queries and also dealing with so different customers such as our tenants, contactors and staff.

Laura receives regular compliments from our customers.

Laura gets involved with all aspects of our Co-operative. Laura now feels that she can pretty much deal with anything because of the experience she has gained with the Co-op and the support she has received from her colleagues.

Laura feels on a personal level she has matured, increased confidence, more independent, better at problem solving and pro-active in her approach to life.

We are lucky to have Laura.



OUTSTANDING CONTRIBUTION TO HOUSING

Sponsored by:



The award is for an individual who has consistently gone the extra mile during their career in housing.

Laurie Naumann

Kingdom Housing Association



Statement of support

Laurie Naumann is Joint Vice Chair and a founding member of Kingdom Housing Association. He first became involved when the Lochgelly Lodging House was threatened with closure in 1977. This is when Laurie, and others who had an interest in homelessness, got together to find a housing solution for the 44 residents who lived in the hostel.

Laurie has been a voluntary Board member with Kingdom since before it was established and is the only remaining member who set up the Association who is still involved. During this period Laurie has provided over 40 years of dedicated and uninterrupted service as an active Board member.

Laurie's first significant volunteering experience was in the early 1960's taking part in and leading International Service work camps in Britain and Sweden.

In addition to Laurie's 40 years plus association with Kingdom, he has dedicated time as a volunteer with other organisations, including; being a Board member and former Chair of Garvald Edinburgh providing day care services for people with learning disabilities, a Trustee of Dundee Friends Property Trust that manages the Quaker House and a former board member of the Voluntary Action Fund and FEAT Enterprises.

Laurie was Director of the Scottish Council for Single Homeless before he retired and held senior committee roles on both the Scottish Refugee Council and the Refugee Survival trust between 1996 and 2017.

In 1998 Laurie was recognised in the New Year Honours and awarded an OBE for services to Homeless People. Since then he has devoted another 20+ years of his life continuing to help people overcome the challenges associated with homelessness and housing the most vulnerable members of society within the social housing sector.

Laurie believes passionately in supporting homeless people into secure and permanent accommodation and that a secure and permanent home is the key to a homeless person reintegrating into society. Laurie inspired Kingdoms 'Naumann Initiative' where people are provided with a home, employability support and a job, which supports homeless people to sustain both a tenancy and a job, which ultimately improves health and wellbeing for the individuals concerned.

In addition to his role with Kingdom Housing Association, Laurie was instrumental in setting up Kingdoms subsidiary companies, to enhance the objectives of Kingdom, which;

* Enabled a wider range of affordable housing tenures to be provided

* Provide services, allowing people to live independently in the community

* Encouraged diversity and inclusion through the range of services and community benefits, provided by Kingdom, such as Fife Care and Repair and Small Repairs Service and Kingdom Works; the Associations Employability Project

Linda Leslie, Chair with Kingdom said 'Laurie has been a well known name within the social housing sector for over 45 years and was responsible for creating Kingdom. He has been a supportive mentor to other Board members and his passion and commitment to both Kingdom and the social housing sector is admirable. Laurie is a positive role model and

ambassador and his legacy will be recognised for many years to come'

Bill Banks, Group Chief Executive with Kingdom said 'Laurie was a founding member of Kingdom Housing Association and over the last 45 years has been involved with Kingdom and campaigned consistently for better services for homeless people. He is inspirational and has been a driving force for continuous improvement and positive change in the housing sector'

In summary, Laurie has helped shape the social housing and homeless sector over the last 40+ years and his dedication and commitment show solid practical achievements over the years and because of that he should be recognised by the CIH for an Outstanding Contribution to Housing Award.

Outcomes and achievements

Laurie Naumann is currently Joint Vice Chair and a founding member of Kingdom Housing Association and has been actively involved since before it was established in 1979.

During Lauries tenure, Kingdom has grown to be an organisation that has developed over 7000 affordable homes. These properties have provided homes for circa 12,000 families or individuals.

During this period Laurie has;

- * Provided over 40 years dedicated and uninterrupted service with enthusiasm and passion.
- * Undertaken responsibilities, going above and beyond what is expected of a Board member
- * Demonstrated leadership, delivering positive outcomes for tenants and the wider community.

- * Lobbied Governments to improve circumstances for tenants and homeless people
- * Shown a personal commitment and innovative to address energy efficiency, sustainability, fuel poverty and other issues.
- * Been instrumental in setting up Kingdoms subsidiary companies and diversifying a range of services.
- * Laurie worked as the Director of the Scottish Council for Single Homeless before he retired and held senior committee roles on both the Scottish Refugee Council and the Refugee Survival trust between 1996 and 2017, along with other voluntary roles over the years.
- * Laurie was the inspiration for Kingdoms successful 'Naumann Initiative' that provides both a home and a job for homeless people.

Dave Alexander

Eildon Housing Association



Statement of support

Dave Alexander started his career in housing in 1974. It is no exaggeration to say he has been one of the most influential individuals Scottish Social Housing since. He is a well-known, highly respected and much-loved character in the family of Scottish Social Housing and has just completed what is likely to be his last formal role in housing having recently stepped down as the Chair of Eildon Housing Association.

Although a Scot, Dave started his career in local government in England and worked both in the North East and London. He returned to Scotland in 1980 to join Shelter as a researcher and campaigner. Following that he built on his previous lecturing experience by becoming a Senior Lecturer and the Course Director in Housing Studies at Stirling University where he helped inspire and shape the careers of many of our housing leaders and professionals today. Following this, he joined the SFHA and worked in a number of senior roles culminating in becoming the Depute Director and then Director.

In 2003 Dave left to become an independent housing consultant for a decade or so, working in close collaboration with a range of knowledgeable and experienced consultants supporting social landlords and promoting the highest standards of practice and governance.

In addition to his paid roles, Dave has a broad range of interests and voluntary experience. He has

studied housing systems in other countries, including Australia and has served on the Boards of Homeless International, the Edinburgh Council for the Single Homeless, Edinvar Housing Association and most recently Eildon Housing.

His housing knowledge and experience covers the whole gamut of policy areas including regeneration, homelessness, development, sustainability and rural issues - including a recent stint as the Vice Chair of RIHAF.

Dave's interests stretch way beyond housing in a narrow sense, and he is (and always has been) a powerful advocate for partnership working and joined up policy and delivery. This can be evidenced in a number of roles and throughout his career where he was able to use his intelligence and experience to help shape future leaders, key pieces of legislation, standards of practice and governance, and innovative services - most recently leading key work in the Borders to address the housing and social care needs of our older population.

Although committed and loyal to all of the organisations he has been associated with, it is clear that Dave's commitment is rooted in furthering the cause of housing and housing services. His values are clear and sincerely held and are exclusively directed at improving the position of tenants in the social rented sector. While all housing professionals would, we hope, share these values, it is difficult to think of anyone else who has demonstrated them so clearly and consistently over the years.

David Orr probably put it best when he said: "If ever anyone deserves an outstanding contribution award it is Dave Alexander. He has been an educator, policy developer, campaigner, practitioner, board chair and huge supporter of the homeless and badly housed in Scotland. Although they may not know it there are few people working in housing whose lives have not been positively impacted by Dave's commitment and creativity. There are thousands of people living in great homes because of Dave. His has been a stellar career."

Outcomes and achievements

The following edited contributions provide a key illustration of Dave's outcomes and achievements.

Keith Anderson: "Having an encyclopaedic knowledge of the history of housing, Dave has put this to great effect as a persuasive influencer and unstinting supporter of the ethos and work of housing associations in Scotland."

Mary Taylor echoed these thoughts: "He brought more emerging leaders into the sector, and he was very encouraging to women pursuing senior roles and challenged the stuffy men in charge of housing to see women as not only welcome but a fresh perspective and an asset. He was a much-needed radical thoughtful voice".

David Bookbinder said: "His unrivalled grasp of housing policy, and his intuitive sense of what

associations needed most from their membership body, were a precious combination and I feel lucky to have learned so much from the way he did things".

Robin Burley, founding Director of Edinvar HA said: "Dave joined the board (of Edinvar) at a key time in Edinvar's development of a policy of supporting people with special needs in the community and we, with the support of Dave, were developing approaches which at the time were breaking the mould."

Fanchea Kelly, one of many former students of Dave's, commented: "Dave was the housing course leader when I did my post grad at Stirling in the early eighties. He greatly encouraged our enthusiasm for lifelong learning, and for always thinking first about tenants. That stays with me still.

EXCELLENCE IN LEADERSHIP

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.

Norah Smith

Kingdom Housing Association



Statement of support

This submission is a nomination for Norah Smith, Executive Director of Kingdom Support and Care, (KSC) a subsidiary of Kingdom Housing Association. The submission is based on support testimonials from colleagues at Kingdom.

Norah worked with local authorities and national care providers before moving into the RSL sector, taking up her post in 2012 as Director of Housing and Care, with Kingdom Housing Association. In 2017 Norah became Executive Director of Kingdom Support and Care.

KSC was established in April 2017 as a Community Interest Company and subsidiary of Kingdom HA, in response to an options appraisal that demonstrated the associations support and care activities viability and sustainability would be better served via a subsidiary in the long term.

Norah's vision for KSC, is to ensure the organisation delivery of 'great support' will provide positive outcomes for supported individuals, through them having 'great lives'

Kingdom have established Values (CARES- Customer, Accountable, Respect, Efficient, Supportive) based on the priorities and behaviours expected of all staff and

as a leader Norah exemplifies these values on a daily basis, as illustrated below;

- * Norah ensures the individuals we support are at the heart of everything KSC does
- * She is accountable for her actions and coaches and mentors others to empower them to take accountability for their actions.
- * Norah treats all customers, supported individuals, colleagues and stakeholders with respect
- * Financial pressures and challenges have been overcome through effective and efficient leadership approaches
- * Norah is supportive to all colleagues and selflessly undertakes actions that go that 'extra mile' to help others to overcome challenges and achieve their full potential

Norah's leadership traits were highlighted during Covid, when she hosted daily management team meetings and provided support and guidance through communication with everyone across KSC.

Regular communications with staff is a successful approach Norah has applied over the years, particularly during Covid and this has resulted in enhanced staff engagement and high motivation levels. Norah has established an employee consultative forum (The Voice) and she engages on a regular basis with the group.

There are numerous definitions of leadership, however one that her colleagues feels sums up Norah's approach, was described in a quote by Sheryl Sandberg, where she said "leadership is about making others better as a result of your presence and making sure that impact lasts in your absence" This is very typical of Norah's leadership style which is centred around motivation, mentoring and confidence building.

Heather Simpson, one of Norah's Area Managers said 'on a personal level Norah has helped me to transition from one role to a very different role and to have confidence in myself. Through Norah I see "mistakes" as learning opportunities and I feel I have a collaborator at work more than a manager or "boss"

Gary Haldane Digital Director said 'Norah has driven technology advancement and her leadership ensured early design, adoption and progression to care and rota systems including introducing mobile technology use several years ago. Norah has continued to push the boundaries of technology to make staff's job easier and demonstrate continuous improvement'

Bill Banks, Kingdoms Group Chief Executive said 'Norah is an outstanding leader and her management colleagues all feel she is a positive influence. Some of the terms and characteristics the team use to describe Norah include; her energy, drive, positivity and tenacity, along with her humour, patience, agility and resilience. Everyone who has worked with Norah, has developed extremely positive relationships with her'

From discussions with KSC staff they couldn't speak highly enough of Norah, and have said 'she thinks of others before herself and is so supportive, passionate and caring which is inspirational.

Outcomes and achievements

Norah has taken a new organisation from a financial deficit position to an organisation that is generating annual surpluses and demonstrating financial sustainability.

Through Norah's leadership, some key achievements can be summarised as;

- * Establishing the new organisation and successful TUPE transfer of staff
- * Attained financial stability
- * Delivered exceptional care and support services to meet the particular needs of over 300 individuals
- * Secured KSC on the National Care Framework
- * Development of new business - adult services, set up children's services, assisted in people moving from long stay placements
- * Increased number of contracted hours from 184,000 to 415,350
- * Improved staff engagement
- * Achieved Investors in People Gold
- * Developed and implemented a robust SVQ program to ensure staff registration with SSSC
- * Created staff development opportunities
- * Developed an internal positive behaviour support team
- * Achieved and maintained Care Inspectorate grades of 5 (Very Good)
- * Implemented digital outcomes planning software and digital rota planning system
- * Developed a staff Intranet and e-learning for staff
- * Supported remote working during covid
- * Implemented Public Social Partnership projects
- * Developed homelessness opportunities through working with Housing and
- * Neighbourhood Services to meet RRTP needs
- * Established a recruitment team and developed branding approaches to deal with recruitment challenges
- * Progressed staff health and wellbeing approaches

Lorraine McLaren

Wheatley Group



Statement of support

Lorraine has worked in housing in Glasgow for over 30 years, with a strong track record in supporting some of the poorest communities in the UK.

In 2005, Lorraine developed and introduced the Silver Deal Active programme, providing free physical activities for tenants within Glasgow Housing Association (GHA) sheltered housing complexes. The programme started in 20 sheltered housing sites and by 2007 had expanded to include community venues across Glasgow.

In 2009, Lorraine introduced an in-house Modern Apprenticeship programme, targeted at school leavers to provide work experience within a social housing environment. She led a project team, which included key staff from across the organisation including HR, legal and payroll, in addition to her own staff.

Each year, on completion of their apprenticeship, a significant number of the young people take up jobs within Wheatley Group having had a chance to work in and experience different areas of the business. One of the current environmental apprentices said: "Wheatley is really good for career progression. There is a ladder you can climb and take on more responsibility by becoming a team leader or manager. I'd like to work my way up."

In 2016 Lorraine created and launched the Wheatley Foundation, Wheatley Group's charitable trust working to the theme of "Making Lives Better" for thousands of disadvantaged and vulnerable people. Wheatley Group works for across 19 local authority areas in Scotland.

The Foundation delivers programmes for some of our most vulnerable customers including food parcels or vouchers through EatWell, reconditioned furniture and white goods via Home Comforts, bursaries to help customers go into further education, free books for under-fives through Dolly Parton's Imagination Library and employability services through Wheatley Works.

During the pandemic some Foundation projects were put on hold, however others were ramped up to help those most affected by the restrictions.

Lorraine and her team developed an Emergency Response Fund right at the start of the pandemic, providing families with essential items, from mobile phone and fuel top-ups to baby milk and nappies, boredom busters such as colouring books and jigsaws for children and adults. The team, headed up by Lorraine, did their best to provide whatever customers needed to help them get through lockdown, and partnered with other areas of the business to ensure delivery of items to those people who were stuck at home or didn't have anyone to help them. Lorraine has always had the knack of knowing how to get the best results for customers by working with other areas of the organisation.

Lorraine is the kind of person who would never ask someone to do something she wouldn't herself and during the pandemic she was regularly in the supermarket buying items to support the programmes, not even slowing down when an incident with a trolley of milk resulted in her fracturing her foot. She inspires the people around her to be the best version of themselves and help people every day.

More recently Lorraine took over as Managing Director of Lowther, Wheatley's factoring and private rental subsidiary. In the short time she's been in post, she has identified areas for improvement and, importantly, she has also brought back a real feeling of ownership within the team. With Lowther providing funding for other parts of the business, including the Foundation, Lorraine has a real passion for making sure it continues to succeed in ensuring that projects such as Wheatley Works, Dolly Parton's Imagination Library and Modern Apprenticeships can continue to help customers.

The passion Lorraine has for improving customers' lives is evident whenever you speak to her.

Outcomes and achievements

By putting some of Lorraine's projects into numbers you can see just how much she has achieved during her career.

At its peak, the Silver Deal Active programme operated in 78 venues providing 110 free activity classes every week. By August 2012, just three years into the programme, GHA had recruited its 100th apprentice and in August 2022 the total number of apprenticeships created across Wheatley Group stood at 519.

Before Covid, the EatWell programme employed five staff and had two vans delivering 120 food parcels a week to customers in Glasgow. At the height of lockdown, there were 53 staff in a fleet of 23 vans

delivering almost 2000 emergency food parcels to customers across Scotland every week, peaking at 2600 deliveries in one week.

During the first 10 months of the pandemic the Foundation's Emergency Response Fund helped more than 5600 households and families.

As with EatWell, frontline staff appreciated the speed of the Foundation's response, which meant requests were approved and items delivered quickly.

In 2021 as Wheatley Foundation Director, Lorraine said: "Wheatley is not only committed to making people's homes better - we want to create a positive change in the lives of our customers too."

Colin Culross

C-urb (part of Link Group)



Statement of support

Colin Culross: Building Success

In 2021-22, Colin Culross, Link Group Commercial Director not only launched and became Managing Director of C-urb 6 Ltd, Link's newest subsidiary with over 350 staff, he empowered them to deliver more than ever. Through his leadership they delivered 1040 new affordable homes - top in Scotland - and doubled the factoring portfolio, achieved ISO accreditation, and grew the Private Sector Leasing (PSL) service to help alleviate homelessness.

Innovation is part of the culture. For example, developing a new Retirement Living shared equity model, now supported by the Scottish Government and local authorities. Launching C-urb was not just a governance restructure but a decision led by Colin to rebrand commercially, promoting future growth in sustainable development and related services to others.

Link Group's vision is to be a leader in the ongoing development of sustainable communities across Scotland, alongside making a difference in society by making decisions that increase opportunity and wellbeing, whilst looking after our environment.

Paul Kerr, C-urb Board Chair

"Colin's innovation and vision is significant in supporting the Board and Leadership Team to set strategy and in empowering teams to deliver."

Collaboration

Moira MacVicar, Partnership Lead, West Highland Housing Association

"Colin exemplifies the attributes of a true leader through his collaborative approach to work with external partners. He has shown his determination to achieve and share his vision to deliver an amazing 300-house development at Dunbeg in Argyll. I have worked with Colin over many years and witnessed his ability to forge positive working relationships, while leading and effectively supporting his team to overcome significant challenges. This unique development in this remote rural area of Scotland is testimony to his desire to create modern, affordable, sustainable communities."

Councillor Cammy Day, Leader, City of Edinburgh Council

"As a Council, we recognise the significant social benefit generated by the Private Sector Leasing scheme - PSL tenants not only get a route out of homelessness, but also potentially life changing support and skills development opportunities delivered through Link and its partner organisations. The programme led by Colin has grown substantially, having an ever greater impact on communities across our Capital city - so important in these challenging times."

Self awareness

Lorna Dunsmore, Head of Private Initiatives, C-urb

"Colin is aware he has high standards but he gives support, clear feedback and never shies away from problems. He has built a culture of success where our

contributions are valued and guided by the RESPECT values of Link Group (Responsibility, Empathy, Social Impact, Participation, Equality and Challenge)."

Ownership for actions and mistakes

Colin insists on lessons learned from complaints

Outcomes and achievements

In 2021-22, Colin's 'building success' mantra led his teams to deliver:

1,040 new homes - 628 social rent, 348 mid market and 66 New Supply Shared Equity - becoming Scotland's biggest RSL developer and Inside Housing's Top 50 Biggest Builders 12th in the UK, first for new social rent completions. With three industry accolades for Riverside Dalmarnock's regeneration too, this is an enormous achievement requiring drive and leadership which Colin inspires in his team.

Growth in Property Maintenance and Factoring services to more than 7000 owners following a Transfer of Engagements from Weslo.

Growth in the Private Sector Leasing (PSL) portfolio to 1746 by April 2022, vital extra affordable housing supply for homeless people in Edinburgh.

being on every management team agenda and instils integrity and professionalism in the business through his approach to learning from feedback. His Complaints Review Working Group was set up in 2021 to empower staff to prevent or swiftly resolve complaints and share good practice.

ISO 45001 accreditation for Health & Safety achieved for Property Maintenance.

Over 95 per cent satisfaction for shared equity services throughout Scotland for the Scottish Government.

Elinor Taggart, Head of Development, C-urb

"Colin encourages, supports and enables his team to achieve the best outcomes. He works collaboratively and values our views whilst providing excellent leadership, all of which inspires others to reach their full potential. He is fully committed to delivering C-urb and Link's objectives, driving change and making a real difference for our communities."

Frank Sweeney

Cunninghame Housing Association



Statement of support

Frank Sweeney, in his 70th year, took over the reins as Director of Cunninghame Housing Association (CHA) in January 1990 when CHA had 65 properties and 6 staff. Since then he has been the driving force behind the development of the organisation. CHA now has 3224 properties in North and East Ayrshire and Dumfries & Galloway; employs 141 staff and has a £19.5m turnover. This was achieved through Frank's vision to shape the nature of the organisation from humble beginnings into Ayrshire's leading social landlord whilst developing its reputation within the wider housing sector and increasing the contribution the Association makes to local communities. Frank's trademark is developing ideas and making them happen. His success means this reputation is now

synonymous with CHA as well as himself.

Working closely with a voluntary Board of Management, and seeing the potential of CHA as a vehicle for community development, Frank was a very early adopter of wider role activity and together with the Board forged the Association's mission to be "More Than Just a Landlord: Making Our Communities Better Places" and administers a "Making Our Communities Better Places" fund which has provided over £200,000 to date to local charities, groups, and individuals.

Frank has provided the leadership necessary for CHA to diversify into a number of fields - homelessness, regeneration, social enterprise - and become a credible, market leader in each. Under his guidance the Association established a fuel poverty service in 2013 (Lemon Aid Fuel Poverty Advisory Service), and has diversified into regeneration; operating three Enterprise Centres within North Ayrshire and two subsidiary social enterprises showcasing Frank's flair for innovation and prescient vision to focus on issues that have since become massive problems for communities:

- Cunninghame Furniture Recycling Company established in 2010 CFRC has diverted over 1,500 tonnes of furniture from landfill and assisted over 21,000 households to furnish their homes.
- Citrus Energy is a unique social enterprise operating in the commercial energy market to

help consumers make genuine savings on fuel and energy costs and assisting 5010 residents who had self-disconnected to reconnect power supplies and generate £1.4m of financial gains including grants, debt write off, and tariff and meter changes.

Until 2017 CHA's stock was solely within North & East Ayrshire however, following discussions with the Minister for Housing in 2017 and with his "can do" attitude Frank developed a partnership between CHA and Dumfries & Galloway Council and committed to a programme of social housing development in the region, opening offices in Dumfries in 2019 and employing and training staff to support ongoing developments. Having now delivered 417 new homes in the region, the Association plan to deliver a further 894 by 2030/2031. Overall growth to 2030/2031 will provide the CHA with 5,510 homes seeing Frank's vision back in 1990 coupled with his "can do" attitude come to fruition with an overall growth of 8377%;

placing CHA as one of the top10 Housing Association house builders in Scotland.

A key strength of Frank's is his hands-on approach to helping regenerate communities in the areas where the Association delivers and develops housing. He recognises the importance of collaboration to ensure effective projects. 2 recent examples of this:

- Assisted Raydale Community Partnership in Gretna with business planning, market research, legal support and raise funds of £525k to install a new 3g astro turf at Gretna 2008 FC and create a community gym on site.
- Working in partnership with Lockerbie Old School SCIO in business planning, market research, governance, legal support and raising funds of over £4.5m to transform the derelict Dryfesdale Old School building into a wellbeing centre and 8 flats for assisted living.

Outcomes and achievements

Frank's contribution to community wellbeing and social inclusion is outstanding. He is an acknowledged champion of these agendas within the Scottish housing sector, with his leadership, vision, drive and force of personality the key ingredients in delivering significant impacts and achievements:

- Transforming CHA's reach and contribution as a housing provider, growing stock from 65 in 1990 to 3231 units currently
- Provision of employment for 141 staff - the importance of this in North and East Ayrshire, amongst 2 of the most deprived LA areas in Scotland shouldn't be understated
- Levering in investment of £156m for affordable housing in the last 10? Years, injecting huge economic and employment impacts throughout

CHA's supply chain in Ayrshire and Dumfries and Galloway

- Leading the sector in consistently demonstrating social impact - from housing and training, to fuel poverty and community assets Frank has recognised the value in evidencing the return on investment in CHA activity
- Positioning CHA as an acknowledged exemplar as a landlord, community anchor and innovative social enterprise, with a reputation for punching way above its weight evidenced by recognition from awards such as:

CIH UK Landlord of the Year 2014

TIS National Excellence Award 2020

Scottish Home Award 2020

HOUSING TEAM OF THE YEAR

Sponsored by: 

This award recognises teams who have delivered an outstanding contribution to their organisation and for the housing sector. The award is designed to recognise the achievement of something special, as part of developing new services, dealing with difficult situations or delivering the best services.

Housing & Support Team

Aberdeen City Council



Statement of support

Our tenant satisfaction survey results indicated we needed to engage with our tenants and to communicate more effectively. Our neighbourhoods required to be managed and it was essential our customers got involved. We wanted to have a list of items that the community wanted for Participatory Budgeting but also if external funding became available - we were ready. Resident led inspections -RLIs - are conducted in all our 37 main stream Multi Storey Buildings at least twice a year and our Community Led walkabouts in each area 4 times a year. But after the pandemic it was imperative, we got into these multis and our communities. They had been neglected and our customers needed to see the team out and about.

But these Resident Led Inspections and Community Led Walkabouts were time consuming for each Housing Support Officer (HSO) having to take a note of all the issues with everyone speaking at the same time - it was easy to miss an item - then getting all the

issues collated into an action plan from all the other officers participating in these, then sharing this with all the services. Updating the action plan and contacting each officer for an update. And then most important was getting this information and updating this to our customers.

Walking around an area with a clip board with paper blowing in the wind remembering to take 2 pens in case one ran out using a plastic bag if it rained and even in a multi - it was confusing remembering which floor you were on - there must be an easier way to do this.

And there was - Michael one of the team, used Microsoft Power Apps to develop an App which the HSOs could download to their mobile device so that for each Multi Storey RLI, the HSO could insert the name of the Multi, each floor was numbered, the items were all listed e.g. all the HSO had to do was enter 7 for floor number and tick Communal Fire Door from a drop down box - description door cracked category tick Building Services tick priority high but also a photo could be taken - attached to the job. It was great to be able to take a photo and this was attached to the job. As one HSO said "I don't know how to explain things so taking a photo says so much time and writing." The HSO then went back to the office, and everything had been downloaded into an action plan automatically and each service emailed. The same was done for Community led walkabouts - simply different options. e.g. pothole in road. The Housing & Support Team was involved throughout - their ideas and suggestions were used.

The action plan with all the information was emailed to the residents who participated as an excel sheet, posted on the multi storey notice board - for our non-

digital tenants -and Facebook pages in Multis and / or Community Centres for the walkabouts. Improved communication with our customers keeping them updated with the progress and involving them in participatory budgeting, collating options so the Multi Storey or Community can choose what they want to

spend the funds on. A Resident Led & Community Walkabout group on Teams was established also Michael made 2 training videos on Teams and "training Court" so that the whole team could learn how to use the App but also practice on this "training Court.

Outcomes and achievements

Digital innovation has improved the experience for the H&SO Team - they are all using this in their patches and can't believe it is so easy, but it is our customers who are seeing the real benefits. The process is easier, less time consuming and more efficient. The services are more accountable but also ensure a better customer service. There is a list of all the items so our customers can hold us to account - it is in black and white.

- Better customer satisfaction and more engagement.
- Improved management of Multis and Neighbourhoods.
- Better networking with customers and partners.
- Better networking between all social landlords and their tenants.
- Customers can use this - purchasing tablets for them to use.
- Better staff morale. The Team has embraced this way of working.
- Easy to use in all weathers
- Information readily available so can update customer instantly.
- Support from the top of the organisation - Directors and Chief Officers.
- Accurate data collated.
- This has been recognised by other Landlords in Scotland and N. Ireland as best practice.

Capital Investment Team

Kingdom Housing Association



Statement of support

Kingdom's Capital Investment team comprises 19 staff (including 2 trainees) who provide technical, project, programming and admin support services. For over 30 years the team have continued to develop high quality and energy efficient homes for a range of tenures, client groups and other affordable housing providers.

Kingdom's mission of providing "More than a Home" is at the forefront of everything the team do along with understanding the difference that good quality homes can make to people's lives, the environment and the impact of added value through the creation of life chances and employment opportunities in the communities where Kingdom operate.

Covid brought the construction sector to a halt overnight in 2020 and has had a huge impact on the global supply chain since. Driven by demand outweighing supply, increasing energy costs and global economic factors the construction sector has faced unprecedented cost increases, labour shortages and material delays making the delivery of the Scottish Government's affordable housing programme challenging.

Despite these challenges the last 12 months have been the busiest and most successful for the team having delivered Kingdom's largest programme to-date and generating over £89million of housing investment to help sustain communities and the local economy. A key driver to this success is the collaborative approach taken with contractors to find workable solutions in terms of programming, contractual arrangements and sourcing alternative and new products.

The team's resilience and ability to deliver its affordable housing programme is to be admired and is recognised externally and supported by awarding bodies who have shortlisted a number of Kingdom's projects and recently winning 3 national awards for the conversion of a much loved listed building to support Fife Council's Rapid Rehousing Programme.

Examples of external and customer feedback include:

Perth and Kinross Council thanked the team for their contribution towards meeting housing needs in the area adding that "Kingdom were instrumental in assisting the year end spend in the area".

The Scottish Government thanked the team for "their outstanding contribution towards the year end outcomes in Fife".

Tenant "we've a fantastic forever home, kids are happy and we're extremely grateful".

Tenant "I love my new home and everyone in the street is great. Most of all I love how the kids are always out playing as it's such a safe environment".

Tenant "the house is lovely and me and my son have settled in well which is what we needed after being homeless for so long, thank you".

Kingdom's new homes are built to high insulation and enhanced energy efficiency standards, however, not to rest on their laurels, the team have continued to embrace sustainability and innovation in a range

of ways including the provision of renewables, public electric vehicle charging points and net carbon heating and build solutions.

During the period the team have delivered Kingdom's first co-housing project, completed the 2nd phase of a large scale community-led regeneration project and started on site with 2 net zero carbon projects for social rent: One being built using off site construction and the second delivering a range of house types with the specification and kit designed to achieve the international passivhaus accreditation.

The team's success is testament to their hard work, ambition and professionalism along with their ability to identify effective ways to overcome the challenges faced to deliver viable, sustainable and low carbon affordable homes. The team's outcomes reinforce the need to work collaboratively as "more" can always be delivered through a common purpose, good communication and team working. These are some of the reasons why Capital Investment should be considered for the Housing Team of the Year.

Outcomes and achievements

Outcomes (August 21- July 22):

Strong collaborative and partnership working.

Production of Kingdom's first Net Zero Strategy.

New homes built to enhanced sustainability/performance standards including net zero.

On-site with 30 unit social rent passivhaus project using range of house types

On-site with 60 unit social rent dementia services design accreditation (Gold Standard) project to support Clackmannanshire Council's Sustainable Ageing policy and supported by Stirling University's Dementia Services Development Centre.

Completion of Kingdom's first co-housing project.

334 new homes started, 555 completed and 783 on site (July 2022).

Over £89million total housing investment achieved.

94% overall customer satisfaction.

Sensor technology pilot underway in-line with SFHA's Healthier Homes Initiative.

Participated in the Scottish Government's Affordable Housing Investment working group which secured increased benchmark subsidy levels.

Community benefits are incorporated into all building contracts to enhance employability opportunities including training for the rapidly expanding 'green jobs' sector. Outcomes on completed projects include 38 new jobs and 65 new/retained apprenticeships which are in addition to outcomes achieved on live sites during the period. Other outcomes include financial donations to local community groups, schools and food-banks.

The team's dedication and professionalism has made an outstanding contribution towards the delivery of affordable housing whilst demonstrating teamwork at its best.

Community Housing Team (West)

Loreburn Housing Association



Statement of support

At 6:20pm on Sunday 24th April information started to appear on social media about a fire at Block 12, Old Station Court, Portpatrick. This was the start of an amazing response by Loreburn Housing Community Team (West) to a very difficult situation.

From the moment they arrived on scene the support and assistance they gave to those affected in the days and weeks that followed has been truly exceptional.

On the first night they ensured all 14 people affected were safe, arranged for immediate accommodation in a local hotel, with assistance from Fire Service ensured they had essential medication, glasses, phones, and wallets as the customers left their homes in just what they stood up in. They remained on site until 11:30pm and only left when satisfied all the customers were safe and had their immediate needs met.

This attention to the needs and care given to the residents continued as the team's top priority and, as it became apparent that customers would be unable to return home for 12-18 months, they organised as a team to manage this huge additional task of ensuring everyone had their individual needs and priorities met. To demonstrate this below is the story of two of 12 households affected.

Firstly, a couple, aged over 80 were taken to hospital for check-up following the fire. Later that evening the team arranged for transport to the hotel, checked they

had settled in and kept in contact with family who live some hours away to offer reassurance and updates. Contact with family continued throughout. It became apparent that settled accommodation would be needed asap to bring them emotional stability. After many calls a holiday let was sourced and the couple moved there within a few days. Longer-term housing was already on the team's radar. They identified a resident nearby who wanted to move. Contact was made and the needs of this customer established, an offer of rehousing was made to free up the property. The couple were very anxious about their belongings and sentimental items in their flat. The team worked with the customer, family and Health and Safety team to access the flat returning on three occasions to remove all belongings possible. During this time the couple often became distressed, the team took the time to talk and support them through every stage, reducing their fears. This also included liaising with their insurers. They recently moved into their new home and are absolutely delighted. Support has continued with regular contact being maintained.

The second customer's flat was extensively damaged, his cat also feared killed in the fire. The team knew he suffered from PTSD and poor mental health and were concerned about how he would cope. Temporary accommodation was secured in liaison with Dumfries & Galloway Council Homeless Service. The team sourced clothing, phone, and a cash payment so immediate needs were met. Daily welfare checks started, further support was arranged, medication organised, and assistance provided to complete a Scottish Welfare Fund application as the customer had lost everything in the fire. The Neighbourhood Officer worked closely with the Homeless Services when the customer decided not to return to the flat and ended his tenancy however the support from the Neighbourhood Officer continued for several further weeks. There is a very happy ending to this story as on 16 May some 3 weeks after the fire the customer's cat reappeared, although a little singed on the ears. The Neighbourhood Officer took the cat to the vet, purchased bedding and food to assist the customer. This made such a difference to this customer as you can imagine.

Outcomes and achievements

- 14 Customers were given direct assistance on the night of the fire
- 9 who could not stay with family/ friends were found initial hotel accommodation followed by holiday lets.
- 5 Customers who did not wish to return to the flats have been allocated new tenancies.
- 2 Customers have been found long term decant properties within Loreburn Housing Stock
- Currently 3 customers remain in a long-term holiday let
- Customers were assisted on site on 6 days to remove belongings from their flats.
- In the 6 weeks following the fire the team completed over 600 actions to assist the customers.
- Payments to customers from insurers were arranged
- Information meetings and drop ins were arranged including Citizens Advice Bureau and Insurers.
- Ongoing welfare checks continue.
- Since moving into their new home, the couple aged over 80 have said they love their new home and could not thank the team enough for everything done for them.
- Another customer who has a permanent new tenancy said 'since the fire staff have been amazing and a real credit to Loreburn Housing

Our Team have delivered an amazing response to a very difficult situation. Putting the needs of our customers at the heart of their response.

Tenancy Support Service Team

Kingdom Housing Association



Statement of support

At Kingdom, we recognise that housing is about much more than the provision of bricks and mortar. Our Tenancy Support Services play a key role in ensuring that our customers, throughout their time with us, receive all of the help and support they need to cope with any changes that may affect their ability to sustain their tenancy. By providing these vital services, we deliver rapid interventions for our customers when they need them most.

Over the last five years, our Tenancy Support Service has grown from two staff to a team of seven, covering income maximisation, arrears, energy advice and tenancy sustainment support. Whether a customer has just signed up for their first tenancy, or they are an existing tenant dealing with an issue that threatens their housing status, each service is there to ensure that our customers receive the help they need to sustain their tenancy.

Quality, person-centred outcomes are the key to how our services are delivered. The team take a holistic approach to supporting customers; engaging with external services as required. The team work with customers at every stage of their tenancy. From pre-tenancy advice in the areas of income maximisation and financial inclusion through to post-tenancy start-up advice in the areas of energy advice, benefit support and home management skills. The team also work with customers struggling to cope due to the impact of their health and well-being on their ability to sustain their tenancy.

Digital inclusion has been a large part of our work. With many appointments being delivered over the phone and online coming out of lockdown, it has been pleasing to see over 270 devices provided through Connecting Scotland during lockdown. We have also seen funding for 30 Smartphones and free sim cards through a partnership with Vodafone.

The Tenancy Support Service Team is a vital source of support for housing colleagues at Kingdom who can refer tenants in for support at each stage of the customer journey, to provide enhanced outcomes.

Staff Testimonials:

"Having a TSS team gives us a one-stop shop for all our customer's support needs. Before we would've had to contact lots of different departments or organisations to get something in place. Having our own service is a quick and easy way to ensure our tenants get the help and support they need."
Customer Accounts Officer

"Our Tenancy Support Services offer specialised tenancy support to our customers in areas where they really benefit from it. It's helping us to prevent homelessness, supporting customers to access services which are crucial, especially just now during the cost of living crisis, the pandemic and the fuel crisis" Customer Services Team Leader

"The Team help to give customers a voice, someone to care for and listen to them. It helps the Housing Officers with tenancy support matters which can turn individuals and neighbourhoods around!" Housing Officer

Whilst the impact of the financial crisis and post covid recovery will continue to pose challenges for our customers over the next few years, we can count

ourselves fortunate that our Tenancy Support Services will work with customers to do whatever they can to mitigate the impacts. It is clear from customer feedback that the services provided make a significant difference to them, at a time when they really need help and support.

Customer Testimonials:

"The Support Service is amazing! I received help towards my energy bill when it was really needed. I cannot express my gratitude for receiving this help when I did. So thankful."

"Keep doing what you're doing as Kingdom Housings Tenancy Support is second to none"

"keep doing what you are doing"

Outcomes and achievements

Over the last year, the team has proactively looked at new ways of engaging with our customers. It has been pleasing to see that over the year 725 Individuals have received advice and support. In addition, 205 arrangements were put in place for customers with significant rent arrears. £840,891 of estimated customer financial gains were accessed and the team provided 2795 positive outcomes for our customers.

Our energy crisis support has provided over £67,089 of financial support for those struggling to stay on supply or experiencing fuel poverty. Through our Housing Association Community Trust and Fuel Bank partnerships, as well as our Winter Warmer Packs and other grants, we have worked to engage customers

in emergency assistance whilst providing long-term solutions. Other projects worked on have included engaging with customers self disconnecting through our annual gas servicing works and our Smart Cooker Scheme.

Seventy-one new cases were opened for our Tenancy Sustainment Service, with service users receiving intensive short-term housing support.

Our Money Advice Arrears Officers have provided £91,784.48 of grants from the Local Authority Housing Support Fund, whilst also providing over £140,000 of Discretionary Housing Payments and Council Tax Reduction Payments for eligible tenants.

Link Bathgate Housing Team

Link Group



Statement of support

The Bathgate Housing Team joined Link in June 2021 via transfer of engagement. The transfer introduced a new service-delivery model, different working practices and cultural changes. The team adapted, evolved, and continued to stay focussed on their communities and tenants by continuing to deliver excellent services while dealing with a variety of internal and external challenges.

The team, for a variety of reasons, reduced by more than 50 percent and recruitment was problematic due to the pandemic. The Housing Manager found innovative ways to support the team by empowering them to be self-sufficient while promoting the strategic and operational changes to embed them into a whole new working environment.

Their performance remained stable and, in some areas, improved. They remained focussed on supporting tenants through change while continuing to navigate covid restrictions. As with most housing teams during this period, there were many complex challenges, however there were some extreme tenancy issues including a serious criminal incident resulting in a young family being left without parents. This had a seriously negative impact on the mental health and wellbeing of the team, and the local community.

They faced the challenges head on, kept focussed on their tenants, supported each other, exceeded performance objectives, and secured additional funding for several tenants experiencing financial hardship. Every month the team topped the leader board for money and wellbeing referrals, getting tenants the advice and help they need to sustain their tenancies. The team consistently think creatively and put customer needs first.

The team worked hard to build and maintain excellent relationships in their communities. They supported several charitable organisations and community events such as the River Kids Easter Egg appeal, delivering Easter Eggs to children in the community - light-heartedly wearing bunny ears. They shadowed the local foodbank staff, to understand their new set up and facilities, and are organising a volunteering event. Some team members, as part of the committee helped organise and participated in the Bathgate procession and community festival. The team supported and were heavily involved in a Bathgate community fun day, attended by over 800 people. They served up refreshments, supervised the bouncy castles, kept everyone safe, provided investment information, networked, and promoted Link positively while encouraging sustainability and engagement. Customer satisfaction on the day showed that 97 percent of tenants were happy with the services they receive.

Individually, they have excelled and ensure they do their best for their tenants and communities. An officer recognised that one of her tenants was at serious risk due to their mental health and living conditions and was not receiving the help and support they needed. She persistently and relentlessly pursued the local health service and social work to secure much needed assistance. The tenant, now having received support is taking positive steps to move forward and has signed up for college.

The team dynamics are still forming in an ever-changing environment. They are living the Tuckman's team development model of Forming, Storming, Norming and Performing. In addition, they are supporting their colleagues in other offices, proactively share their experiences and lead by example. The local office is always welcoming and there is regularly positive feedback from their colleagues and tenants who visit.

Chair of the Area Board and tenant Eileen Porter said that "the team has had to overcome many challenges over the year, including becoming part of a new organisation, supporting and reassuring tenants on the changes. The team has gone above and beyond what is expected of them, I am proud of what they have achieved in the last year"

Outcomes and achievements

The Bathgate team fully embraced Links business objectives and are innovative in their quest to overcome the many challenges faced.

They have recruited, trained, and supported 7 new team members and have an inclusive approach to sharing skills, knowledge, and experience to develop the team, customers, community, and the organisation.

They are passionate about what they do and work hard to support tenants who have complex issues or experiencing financial hardship. They consistently advocate on behalf of their tenants to achieve positive outcomes.

Their focus on performance and supporting tenants to sustain their tenancies is reflected in the team's performance outcomes:

Tenancy sustainability was 96 percent

Arrears performance 3.73 percent well below the 5.5 percent target.

Customer satisfaction levels 97 percent

Secured financial assistance, of more than 80,000 pounds through a variety of different funding streams, such as energy schemes, fuel vouchers, internal tenancy sustainment and think differently budgets.

Referred 65 tenants to the HoME (Help on Managing Everything) project

Have the highest referral rate to our Welfare Rights service with 48 percent of referrals made in July 2022 coming from the Bathgate team and "topping the table for another month".

Participated and supported several community events and charitable organisations.

Ferguslie Park Housing Services and Welfare Rights Team

Ferguslie Park Housing Association



Statement of support

Housing Services and Welfare Right Team

Over the past few years Ferguslie Park Housing Association has successfully worked to improve its reputation and relationship with its local community and throughout the pandemic when many organisations drew back from working in the area, the association along with local volunteers continued to help to support tenants in numerous ways. The relationships and trust built during that time has now borne positive results for both the association and tenants going forward.

The efforts of both our Housing Services Team and Welfare Rights Team who have continued to work even closer during the past year to support tenants with early intervention in respect to rent arrears and also ensuring their income is maximised has been nothing short of amazing.

Whilst both teams worked well together in the past, I would say that the 'achievement of delivering the best services' has taken place over the last year, this is predominately due to three reasons

- the enhanced visibility of our housing team within the estate for positive/supportive reasons
- due to the physical change in the location of the Welfare Rights Service.
- The maturity of the team in understanding their role and supporting one another.

The extended team have gelled together to form a fantastic service to tenants with regards to early intervention, greater communication and being able to balance capacity levels across the staff team.

A positive result of the pandemic is that it allowed our staff to think differently about how they approach tenants in arrears and it was more enhanced supportive human approach rather than process driven. The ground work put in throughout the pandemic and afterward means tenants see their Housing Officer being more approachable and supportive and as a result more often tenants are now contacting their Housing Officer before they have missed a rent payment to advise that they are struggling.

Pre-pandemic our Welfare Rights Team were located within a different part of the building and tenants could easily pop in and out about their benefits whilst at the same time avoid our Housing Team about their arrears altogether. Since opening our office back up, both teams now operate from the same office which has enhanced communication and identification of

cases significantly and the team continuously work together to help tenants from the outset with early intervention being key.

Due to the continuation of telephone appointments for Welfare Rights assistance this has resulted in cases being dealt with more timeously, however the availability of face to face interviews resumed to remove barriers for those who preferred it.

Our rent arrears figures are now currently sitting below that of pre-pandemic levels, in March 2020 the figure stood at 3.48% and now post pandemic and entering

a cost of living crisis the level as at July 2022 were 3.10%. Whilst not a significant decrease in monetary terms, the fact that there has not been a huge increase in arrears during a horrific period in history is phenomenal. Both our tenants and staff team should be proud of themselves especially as until recently Ferguslie Park had the title of the most deprived area in Scotland. The Ferguslie Park community may not be rich in monetary terms but it is in the sense of community and the association is delighted to be part of it.

Outcomes and achievements

Project outcomes was to manage rent arrears as best as possible at a time of uncertainty whilst coming out of the pandemic and continue to support tenants to

maximise their income. Pre-pandemic non technical arrears were £125,430 (3.48%), in March 2021 £125,605 (3.45%), in July 2022 £116,595 (3.10%).

Dumfries and Galloway Housing Partnership team

Places for People



Statement of support

Dumfries and Galloway Housing Partnership (DGHP) is Scotland's second largest social landlord with more than 10,000 affordable homes across the region.

The region is largely rural and covers 2,380 square miles, bringing with it significant challenges around providing services to customers. The two main towns, for example, are 75 miles apart.

DGHP joined Wheatley, Scotland's leading housing, care and property-management group, in 2019, after which a large recruitment drive got underway which saw the number of housing officers double to 53.

Our housing officers now manage an average of 200 homes each - among the smallest patch sizes in the UK - which allows them to get to know their customers well and offer tailored and personalised services.

In the past 12 months a range of new services have been introduced and managed by the housing team at DGHP. All of these were put in place during a time of

significant change.

Previously, DGHP had specialist teams which delivered all housing management functions. The challenges of the new housing officer role, along with the culture change involved in becoming part of Wheatley, have been fully embraced by the housing team.

The team worked tirelessly to continue to deliver excellent services to customers while undergoing a large-scale migration to new IT systems for housing management, and ensured a smooth transition which had no impact on services.

The team also displayed dedication and commitment in their roles while taking part in a comprehensive training programme while maintaining strong performance in voids, lettings, income and customer engagement at the same time.

As a result, DGHP performance has gone from strength to strength with increased visibility of data and performance figures. We have established robust peer-to-peer support within the organisation as well as from colleagues across the wider Wheatley Group.

The system migration also meant our frontline staff are more visible in our communities, with a new, application-based integrated system allowing housing officers to update customer records and details of patch visits when in customers' homes.

This has streamlined the process and removed the duplication of work by housing officers. In fact, this ability to be more proactive and visible within their communities has even been described as "life changing" by our housing officers.

Feedback from customers on this more personalised service from their housing officer and the increased range of services available to them has also been very positive.

One customer told us: "I would like to thank my housing officer for all the help and support, mentally, physically and financially. I appreciate everything. I've had a really hard time lately and my housing officer has gone above and beyond to help me. She is a credit to DGHP."

The housing team continued to deliver excellent customer service before and after the migration took

place. The teamwork they have displayed has been exceptional, their commitment to delivering great customer service unwavering.

Their outstanding achievements have been evidenced by improved performance and increased customer engagement.

DGHP's housing team have displayed strong teamwork and togetherness throughout a period of great change, including new job roles and a major IT migration, all while remaining fully focused on customers and ensuring the delivery of high-quality services.

Outcomes and achievements

There is a strong customer focus at DGHP and customer engagement is embedded in our new five-year strategy.

We engaged with more than 4000 customers over the past year, delivering more than 80 community activities. We also held 70 customer focus groups, in-person and online, giving customers a real say on issues including allocations, anti-social behaviour and income.

One customer who attended a recent event said: "I wanted to say what a great day today was, so well organised and loads to do for the kids. Well done."

We recognise the challenges posed by anti-social

behaviour, and the impact this can have on people across our communities. We recently engaged with more than 200 customers to help shape police deployments and address community concerns around this important issue.

In the past year, DGHP has supported customers facing financial hardship. Our fuel advisors helped 132 customers save more than £20,750 this year, while our welfare benefit advisors helped 782 DGHP customers claim more £1.24 million in benefits and tax credits they were entitled to. A total of 35 new customers were supported with money and budgeting advice through My Great Start, as well as help to settle in their new homes.

The Places for People Community Investment Team

Places for people



Statement of support

Introducing Places for People

Places for People Scotland (PFPS) is one of Scotland's leading housing associations, with over 8,600 homes for almost 10,500 customers across Scotland. They are committed to helping people to thrive, no matter who they are or where they live. PFPS customers are supported by the small but impactful Places for People

Community Investment Team.

This team of just two colleagues is on a mission to build thriving communities, working tirelessly in Scotland to ensure that customers have access to the support they need as they face the challenges brought on by the legacy of the pandemic, the increasing burden of the cost-of-living crisis, as well as any domestic or social issues.

Improving outcomes

The Community Investment Team has delivered impressive work this year as it helps customers face the cost-of-living crisis. Places for People has continued to offer investment to local organisations. The amount invested in Social Value projects in Scotland (via cash and in-kind) between April - June 2022 was just under £90,000. Additionally, 30 local groups will each be awarded funds up to £2,000.

Their main role is working and consulting with customers locally, engaging with them and making evidence-based decisions for community activities in-line with customer and colleague feedback.

The team encourages customers to launch their own initiatives that thrive, giving them support, funding and the confidence to deliver places that support the community and are community-run - like Hays Community Hub in Craigmillar, an area containing deciles ranked in the top 5% most deprived in Scotland (SiMD 2020).

An increasingly important asset for the community, the Hub has already welcomed 342 people from April to June this year; among the Hub's offering is a Community Pantry offering discounted food for local people - including free produce. It also offers free, weekly accommodation to nine community groups and organisations, such as the intercultural Youth Club, founded by two PfPS customers, originally refugees from Guinea Bissau.

Leveraging relationships

Delivering at such scale is also made possible thanks to the team's relationship with their PfPS colleagues, local authorities, the health service, the police, and with private sector partners, including companies in its supply chain, to help its residents.

An example of this is the funding of the Social Housing Assertive Outreach initiative pilot for North East Edinburgh which is being delivered in partnership

with Turning Point Scotland North East Recovery Service, NHS Lothian, City of Edinburgh Council, and other voluntary sector organisations. The programme identifies those at risk of drug-related harm, already supporting 17 people, of which 75% engaged with treatment or support services. Of these, 75% have stabilised on Medication Assisted Treatment.

The team is also tackling homelessness - a rising issue in Scotland. This year, the team engaged with the charity Fresh Start to fund 'Fresh Connections' - an initiative that works with people moving on from homelessness in Scotland, as well as those at high risk of homelessness. The programme tackles poverty through a range of services which provide increased access to low-cost food while developing skills in meal planning and cooking.

The team has also leveraged its supply chain, supporting initiatives such as The Edinburgh Tool Library (ETL). The first tool library of its kind in the UK - ETL gives local people access to thousands of tools. Thanks to its supply chain partner Travis Perkins Community, Places for People helped bring in £22,440 investment to fit out the unit and a further in-kind contribution of £3,600 to cover interior decoration from Novus Property Solutions.

Outcomes and achievements

The Places for People Community Investment Team works in partnership with communities and with third parties to improve customers' lives.

Outcomes include:

The Hub, Edinburgh: the Hub now welcomes 106 children to the centre through two resident youth organisations; it's also used by the local Syrian Men's Group who receive English lessons from a qualified ESOL tutor. The new platform and voice they have been given saw the group invited to the Scottish Parliament in June to make recommendations for better engagement. The success of the initiative means that it's funding has been extended to July 2023

The employability service for women, Smart Works Edinburgh launched this year, with nine women benefitting from the service in April to June.

Reconnect North Edinburgh is a new digital/employability project that will help those in Edinburgh secure employment

Aberdeen Cyrenians 'Peer support' project - offering opportunities including homelessness prevention and crisis intervention, support including emotional and practical needs, advocacy and information, safety planning, benefits entitlements, skills training and wellbeing. It also supports the long-term recovery of individuals impacted by domestic and gender-based violence, drug and alcohol misuse and childhood abuse.

It's for these achievements that the team should be recognised.

Edinburgh Housing Team

Places for People



Statement of support

Places for People Scotland (PFPS) is one of Scotland's leading housing associations, with over 8,600 homes for almost 10,500 customers across Scotland. They are committed to helping people thrive, no matter who they are or where they live.

Integral to this people first approach are the organisation's neighbourhoods' teams.

One of these teams is the Edinburgh team, which is made up of six housing officers, led by an area manager. With over 70 years of experience between them, the team manages about 4,500 homes in the capital, including large communities such as in Craigmillar and the Southside.

Creating a sense of community, tackling causes of anti-social behaviour and issues related to drug use in a small number of their properties is some of the most important work the team delivers. They truly take the time to understand the diverse needs of customers and communities, taking a person-centred approach to their work. They truly care about people and do their best to ensure customers have the support they need to sustain their tenancies and thrive.

This requires constant engagement with customers and communities, service providers, charities and other partners. The team has demonstrated an incredibly forward thinking and targeted approach to tackling these challenges, achieving community cohesion in the process.

Recognising the importance of communication and cross agency working, the team convened and hosted a weekly 'all agency' forum in Edinburgh with partners including:

Police Scotland

NHS North East Addictions Nursing Manager

Edinburgh Council's social work team

The Edinburgh Drug and Alcohol Partnership
housing officers

This forum has proved invaluable to all involved in sharing information and best practice, to ensure those who require support are identified and get the help they need.

Indeed, the team has demonstrated over the past 12 months that direct community engagement, working alongside partners, has been essential in achieving a stronger sense of community.

Earlier this year, the team brought together a community in Craigmillar to deliver spectacular results as part of the first week-long clean-up of neighbourhoods and surrounding areas. Organised by the Edinburgh Neighbourhoods team, with the initiative had the support of local partners including:

Keep Scotland Beautiful

City of Edinburgh Council

Craigmillar Litter Picking Group

Police Scotland

Dozens of volunteers picked litter, removed bulky and unwanted items and got the rollers out to redecorate residents' homes.

With so many volunteers and local residents getting involved, including local MP Tommy Shepherd and Chief Inspector Kieran Dougal, the incredible volunteers filled three skips over the week. The week of action was so successful, it is already being adopted by other housing teams at PFPS.

The team has also led the way in community action that specifically targets areas where anti-social behaviour is an issue. Working alongside Police Scotland, the team has engaged with residents through open meetings, undertaken door knocking and pop ups to hear residents' concerns, discussed action that can be taken and, where relevant, pointed people to other services that may be useful.

The team, aware of the level of drugs deaths in Scotland, which adversely affects some of the communities they work in, teamed up with leading social care charity Turning Point Scotland, to ensure each member of the Edinburgh Neighbourhoods team has received training in how to interact with somebody who has experienced trauma in their life.

The team has also been given Naloxone training, meaning each is trained to identify and use this life-saving drug to help customers who are suspected of overdosing. PFPS has a long-standing partnership with Turning Point Scotland, benefiting the entire organisation in being fully equipped to help its most vulnerable customers.

Outcomes and achievements

The collective efforts of the Edinburgh Housing Team to create a sense of community and trust in the organisation and its staff across their sites, reducing the causes and impact of anti-social behaviour, ensuring that they are equipped with the training and tools to help and support PFPS customers, has been exemplary. The initiatives and forward-thinking approach, with people at the heart of all they do, demonstrates their commitment to providing excellence. The team's initiatives and pilot programmes are regularly rolled out across PFPS and the wider Group, such as the potentially lifesaving Naloxone training.

The community outreach, including the successful week of action in Craigmillar, has truly brought communities together, and perhaps even more importantly, brought a sense of pride and ownership to the local area and when people are proud of where they live, they're more likely to stay, to sustain tenancies and to thrive.

The Edinburgh Housing Team Leader, as a result of their work in the community, has been recognised by Police Scotland with the "Chief Constable's Excellence Award for Policy Partner of the Year." In the submission, Police Scotland described the efforts of the Team Leader as "exceptional".

Forgewood & Garrion Co-op's Housing Team

Forgewood & Garrion Co-operative



Statement of support

Our housing staff help to link new and existing tenants into the activities and community groups taking place at our community centres. It's a great way to make people feel part of the community, because there are so many different activities taking place at the two community centres there is bound to be something which sparks an interest.

In the last 12 months we have expanded the support to our armed forces veterans group. The members of the group all suffer with various symptoms of PTSD and have different challenges. The support group has increased in numbers and the group have had a guest speaker at each meeting, so far they have had an Energy Expert, Police, Fire Brigade and Citizens Advice Bureau. We work along with other veteran organisation such as Veterans First Point, & SSAFA. Our housing team also assists veterans who live out with our communities fill in housing application forms for other organisations.

The housing team have had various forms of feedback from members of the group that they have found it life changing and they would be lost without the support provided by the Co-op. Our holistic approach has helped members to settle better through the support network and volunteering opportunities on

offer. A member of our veterans groups has joined our management committee in the last year so as a Co-op we are greatly benefitting from his contribution.

The Housing Team fully utilise the AFTAR (Advice For Tenants And Residents) Project.

The project offers a tailored service to meet client's needs:-

- Debt Advice
- Financial Capability
- Income Maximisation
- Non specialist Energy Advice
- Digital Inclusion / Employability

Housing staff have also contacted Routes to Work (a charity providing employability services) on behalf of tenants who were keen to work and improve their standard of living but were overwhelmed by the process of seeking employment

We identified a need to provide a kerb side bulk uplift service in the last 12 months. Many of our tenants couldn't afford the price of the special uplift charge of £35 and unfortunately they had no transport to get to the local recycling centre. The service has proved to be very popular with tenants. The service has helped to ensure our communities remain attractive and sustainable.

Housing staff over the last year have even uplifted food from the food bank to bring to tenants who had no way of getting there themselves. A similar example a couple of weeks ago, Susan Kane our Housing Officer at Forgewood heard that one of our older tenants had fallen, hurt themselves and was feeling sore. Susan arranged for a steak pie dinner to be delivered from our Monday lunch club taking place that day at our Forgewood community centre.

This year our Housing Manager, Elaine Hyslop was the sole mourner at the funeral of Deborah our tenant and long-time member of the Co-op, as the Co-op was

listed as Deborah's next of kin. Deborah's mum had been our tenant too when she died a number of years before.

Our housing team are currently preparing to welcome many Ukrainian refugees joining our Gowkthrapple (Wishaw) community shortly, by offering them to attend events and activities at our Community Centre (CentrePoint). Despite North Lanarkshire Council

being the organisation providing the accommodation, we take very seriously our role as a community anchor.

We ran successful integration events before when a large influx of people came from Eastern Europe (especially Poland) to our community and held several events with external partners. Two members of our Management Committee are Polish and have been a great asset to our Co-op.

Outcomes and achievements

Some examples over the last 12 months:

- Routes to Work referrals
- Cash for Kids vouchers
- Dolly Parton Imagination Library
- Estate walkabout
- Community Garden
- Garden Parties
- Community BBQ's
- Energy events with an Energy Expert
- Supporting families during bereavements

Support for Vulnerable Tenants

- A fund set up to assist vulnerable tenants & those in crisis with i.e buying paint, brushes, cleaning materials, supermarket vouchers, meter top ups etc.
- Food bank referrals;
- Energy efficient light bulbs provided;
- Reflective heating panels provided;
- Christmas Hampers

AFTAR (Advice For Tenants And Residents) Project

The aim of the project is to offer tenants of the RSLs direct and priority access to the CAB's free, confidential, impartial and independent advice, information and advocacy service to prevent financial crisis, support tenancy sustainment and prevent homelessness.

AFTAR INCOME - Statistics of the two Co-ops from 2021/2022 (as of June 2022)

Face to Face Appointments 21/22 = 57

Telephone Appointments 21/22 = 153

Issues 21/22 = 395

New Clients 21/22 = 58

Client Financial Gains 21/22 = £269,695.88

Scottish Government Debt = £10,202

Digital Inclusion -IT, Employability, Online Benefits 21/22 = 150

Energy Advice Provision Statistics

Contacts 21/22 = 55

Issues 21/22 = 26

Client Financial Gains 21/22 = £14,800

YOUNG ACHIEVER IN HOUSING

The award celebrates individuals under the age of 30 who can demonstrate that they have shown passion, commitment, and flair in delivering services for tenants and residents.

Christie Mulvaney

Link Group



Statement of support

Christie joined the Bathgate Housing team in July 2021, at the start of Weslo's integration into Link. The circumstances within the office were complex, and substantial prolonged changes were underway resulting in some unique challenges.

Resources within the team were limited, however it quickly became clear that Christie possessed the qualities, knowledge, skills, experience and determination to succeed and become a real asset to the team and Link. Christie is very customer focused, demonstrates empathy and understanding in challenging and sensitive circumstances. Using excellent communication and networking skills, Christie has identified a variety of supports to assist in resolving complex issues.

Whilst supporting a tenant who experienced Domestic Abuse and bereavement, she encouraged them to reach out for bereavement counselling. She also assisted with securing additional income for the tenant whose tenancy was at risk due to substantial rent arrears. A successful application for a Discretionary Housing Payment and Tenant Grant Fund resulted in the overall rent debt reducing by 1800 pounds and enhanced the prospect of a sustainable tenancy. As the relationship and trust developed, more open

and honest conversations led to other issues being highlighted, such as social isolation. Christie was able to secure a Chromebook and the tenant is now better equipped to manage her finances and reduce social isolation. Christie was creative, adaptable, and flexible in her approach. Thinking innovatively, reaching out to different services and support providers, and working extremely hard, she broke down barriers and built a positive relationship. She relentlessly pursued Social Work and Mental Health services to ensure that the tenant received the correct support to protect her mental health and wellbeing.

In a wider context Christie participated in the River-Kids Easter Egg Appeal, which was extremely appreciated by the charity and tenants and promoted positive service outcomes. During a visit with colleagues to the new West Lothian Foodbank, Christie struck up a relationship with the manager who advised they would be setting up a new one stop shop in her patch. Christie saw this as an opportunity to work in partnership and an ideal location to set up a local housing surgery. The venue would provide a neutral environment to meet tenants. Christie is currently progressing this project and is aiming to achieve yet more positive outcomes with stronger professional relationships and services available in a safe local space.

Christie's commitment to customers and the way she puts them at the forefront of service delivery is unquestionable. She shares her previous experiences and knowledge with her colleagues regularly. She is career focused and is currently seeking to further her professional qualifications by embarking on the Post Graduate diploma in Housing.

Although new to the organisation, Christie relished the opportunity to become involved in the development of our Housing Strategy. Working with the Managing Director, and colleagues from across Link Group, creatively exploring innovative approaches to improve the quality and delivery of services. Christie's contributions and insight was refreshing.

As a young person in Housing, Christie already has a positive impact on her colleagues, and her proactive attitude is inspirational for the team during the constant change and challenges they have had to overcome.

David McKenzie, Managing Director states "Christie is an enthusiastic and valuable part of our Team. She is keen to learn, shares information and always looks at innovative ways to engage and improve services. We are extremely proud of her work and know she will continue to excel in her career."

Abby's ability has gone from strength to strength, demonstrating continuous improvement of delivery of services. The patch Abby is now responsible for also requires collaboration with Social Work and various care organisations.

An example of her determination and capability is where she became involved with a customer who has high level support needs. The customer had to be decanted while work was carried out in their home due to bed bugs. Abby immediately took the lead in coordinating support agencies, social work colleagues and contractors to remedy the customer's situation.

Her caring approach towards the customer and tenacity to ensure the customer experienced as little disruption as possible has been admirable. Abby also identified areas of unmet need during this period of engagement as Abby put her 'Social Care' hat on.

Outcomes and achievements

Christie has overcome numerous challenges in her first year as a Link Housing Officer, her overall performance has been exemplary, and she exceeded her arrears target by 1.8 percent.

Christie generated substantial additional income and financial support for her tenants, which include:

Tenancy Grant fund - six thousand pounds.

Discretionary Housing Payments - five thousand pounds

Assistance for fuel costs - 1200 pounds

LinkGiving Trust and Tenancy sustainment budget - 1100 pounds

Total additional financial assistance of 13,017.56 pounds

These activities have had and will continue to positively impact tenants who are experiencing financial hardship and difficulties in managing their tenancies. As a result of this she has achieved 100 percent tenancy sustainment in her patch.

Christie also sourced 6 Chromebooks for tenants who were either digitally or socially excluded. Feedback from tenants who received Chromebooks stated "it has made such a difference"

Christie has demonstrated that she advocates on behalf of her tenants, is community focused and delivers good outcomes. She is knowledgeable, skilled, and fully focused on performance. Her commitment to continued professional development is evident by her desire to continue with formal education and participation in strategic service development.

Jenna Lamb

Wheatley Group



Statement of support

Jenna had an early introduction to housing when she attended Wheatley Group's summer work programme whilst still at school. On leaving, Jenna returned to Wheatley and undertook a Modern Apprenticeship

before embarking on housing roles in the commercial and RSL side of the business, including that of her current role as housing officer.

Early on in her housing officer role Jenna successfully secured a place on Wheatley's Ignite graduate programme where she would hone the skills and job behaviours needed to become an established and experienced housing officer. This placement led to enrolment to the GEM programme, under which she is completing her CIH Level 4 qualification, demonstrating her commitment to continuous learning, as she balances her studies alongside her full-time role.

The GEM programme is a UK-wide graduate programme and sees Jenna attend regular networking workshops across the country to share best practice and innovative ideas, bringing learning from other organisations back to the wider Wheatley network.

Jenna recently designed and hosted an event for 55 fellow GEM graduates who visited Wheatley Group from all over the UK to learn about our work on social regeneration. Jenna co-ordinated colleagues across Wheatley to attend the two-day event to showcase our work and the services we have to offer to our customers.

Feedback from the lead of the GEM programme, Wheatley's Executive Team, senior leaders and delegates was outstanding with the Executive Team acknowledging Jenna's commitment to the programme and to the success of the event as "fantastic".

Jenna showed a real flair for public speaking, engaging her audience and displaying her passion for providing the best service to customers through continuous learning and comparative activities. She was clearly as inspiring to her audience as she is to her colleagues with many attendees asking how they could get a job with Wheatley.

Recent attendance at the Manchester CIH conference saw Jenna further her learning of the housing sector and continue her journey to deliver excellence for customers.

An excellent ambassador for Wheatley and the profession, Jenna is also a valued colleague. As part of a small tight-knit team she delivers services across West Lothian on generic housing functions including allocations, tenancy and estate management and rent and income maximisation. A real team player, Jenna

always offers to help colleagues with tasks out-with her own workload including the allocation of our various new build projects. Customer engagement is increasingly important, and Jenna plays a pivotal role in this, identifying needs and aspirations, and looking for solutions to achieve customer satisfaction.

Jenna also ably represents her team within the wider Wheatley Group. A quote from our Group Protection and Strategic Partnership Lead reads "I consider Jenna to be an ambassador for the Wheatley Group. Jenna embodies what it is to be a housing professional and always seeks to deliver the best services for customers and colleagues.

"Jenna is an integral member and active contributor in our Protecting Communities, Community of Excellence with an engaging personality and great insight into how we can improve and deliver smarter sector leading services. Her recent work in organising a larger event for housing graduates has also demonstrated her leadership and organisational skills. Jenna's enthusiasm and zest for life always brightens up our meetings and ensures a positive outcome."

The change in Jenna in a few short years is awe inspiring. To watch her deliver a speech to Wheatley employees following her summer work programme and see her grow into the confident professional she is, able to design and host a successful, highly acclaimed event is testament to Jenna's vision, determination, and desire to provide excellent tenant-led services.

Outcomes and achievements

Jenna has -

- raised her profile as an enthusiastic, passionate housing professional by staging an event to a UK-wide cohort of graduates;
- shared the work of Wheatley and sought out new experiences, ideas and approaches to inform our services and better support our customers;
- contributed to excellent team performance in particularly challenging times with target exceeding performance results notably Gross Rent Arrears of 2.94% and an average re-let time of 5.94 days in 21/22;
- become a valued member of Wheatley's Protecting Communities, Community of Excellence;

- been committed to learning and self-improvement - evident through studying alongside demanding front-line housing role; and
- shown an encouraging example of career progression and commitment to housing as a profession.

Following her success in hosting the graduate event Jenna was recently selected by Wheatley Group's Executive Team to be involved in the organisation of an upcoming European Federation for Living conference hosted by Wheatley in Autumn 2022.

Jenna is working with graduates from various UK and European based housing providers to design and deliver a workshop on 'Youth in Housing' as a key session in the conference further raising her profile while developing her skills and experience.

Lauren Bissett

Perth & Kinross Council



Statement of support

Progression, pandemics, and perseverance

Lauren came to the City Housing Team as a Senior Clerical Assistant in January 2016. She became a Housing Assistant in September 2018 and a Housing Officer in June 2022. Since, she has continually proved to be dedicated to her progression, working towards many in house and external qualifications, including the Chartered Institute of Housing Level 3 in Housing Practice. She is tenacious in her pursuit of continuous improvement for herself, our business and most importantly, the communities she works with. Lauren's experience in all roles within the team, has made her a respected and inspirational colleague. Outrageously organised, methodical and with a love for excel spreadsheets, Lauren is reliable and always prepared! Always the first to volunteer for a working group, Lauren comes with fresh and innovative ideas with the aim of getting the most out of working as a team. With extensive knowledge, Lauren trains our new starts with the same passion she used when she was in training herself. Lauren is creative when looking for solutions, she tailors her outcome objectives with colleagues and the community, to get the best outcome for all involved. All whilst managing expectations, as to not make promises she cannot keep.

Everybody in the team came together during the pandemic. Lauren met a lot of challenges which she faced with candour and professionalism. She was redeployed to work in our Sheltered Housing

complex as a warden whilst other staff members were shielding. Understanding older people in sheltered housing were often isolated or lonely, this was more apparent during the pandemic. Lauren spoke with each resident every day over the phone to ensure they had everything they needed and to provide some well needed chit chat. She became even more of a favourite when she popped out to the shops for residents and managed to find them toilet roll!

In August 2020 there was a severe breakout of COVID-19 in a local food factory. Without hesitation, Lauren wanted to help those who had to isolate. Many of the staff who worked at the factory did not speak English, and were not aware of the help available to them or how to source this. Along with other volunteers, Lauren led a project ensuring all those who were self isolating were visited. She used Language Line to communicate with them to find out what they needed and how she could help. Through this work Lauren organised food parcels, GP referrals, crisis grants and reassurance to those isolating in what was a scary time.

Lauren was determined to progress into the Housing Officer role to help her community. She made sure she was equipped for the role by using her own initiative to look for training, shadowing colleagues and displaying her willingness to help. She underwent coaching before her interview, to make sure she was giving her best and addressing any gaps so she could continuously improve. Since securing the role, she has taken on responsibility for her community area by supporting tenants to sustain their homes, helping them maximise their income to assist them to pay their rent, which in turn ensures the Housing Revenue Account is funded to continue to provide this support. Lauren has also been working on Estate Based Initiative projects which looks to improve the local area by identifying areas of improvement residents. Lauren then liaises with colleagues and contractors to progress this work and keep the residents updated.

Lauren is viewed as dependable and ethical, by colleagues and communities alike. Lauren has achieved so much in her 6 years within the team, and shows no signs of slowing down! It is my pleasure to call her my colleague.

Eilidh MacDonald

Kingdom Housing Association



Statement of support

Eilidh MacDonald is a star. She excelled through a three year graduate training programme with Kingdom that she recently completed and has developed a burgeoning professional reputation. During the programme she received training and development within Kingdom and quickly became a highly valued member of the team, leaving an indelible positive impression on her colleagues.

"Eilidh is relentlessly positive, hardworking and looks to help others. She is a quick learner and contributes new ideas that enhance processes and customer services. No wonder she's become indispensable to every team she has worked with. It's a joy to have her in our team."

"Eilidh makes sure our customers have the best experience possible, displaying real empathy and understanding. Eilidh has an amazing talent for encouraging customers to participate in consultations, surveys and events which has resulted in high levels of satisfaction and engagement. Her passion for making positive changes has driven forward many initiatives, benefiting our customers and communities. Eilidh is a pleasure to work with."

Eilidh has an aptitude for customer engagement and develops positive relationships that are keenly valued by customers.

"My experience of working with Eilidh has been absolutely first class. Nothing is too much trouble for her. Her willingness to spend time to help me has been above and beyond the call of duty. I cannot praise her enough. She is an asset to Kingdom Housing". - George Duncan, KHA Tenant Scrutiny Panel member

Eilidh has taken a lead on Kingdom projects designed to use digital technology to sustain and enhance customer engagement; playing key roles in supporting our Scrutiny Panel members to work online, and in implementing a new digital survey tool that has helped to drive record levels of customer engagement.

During her training programme, Eilidh worked with partner organisations on a number of collaborative projects. The following testimonies illustrate the esteem in which Eilidh is held

"Eilidh joined the TIS Board in 2021 and is an integral part of the team bringing new ideas to shaping TIS as a national charity. She has participated in meetings with TIS and Patrick Harvie MSP to shape the development of national housing policy. She has made impressive contributions to the TIS national housing event calendar. Her commitment to tenant participation and engagement is clear in the work that she does with Kingdom and TIS. She is driven and talented and has an amazing career ahead". Ilene Campbell, TIS CEO

"Eilidh supported the network in the development of our mid-market rent guidance. From undertaking desk-based research, co-hosting workshops and supporting the write up of the guidance document she was involved at every step of the way bringing enthusiasm and new ideas to the project. Self-motivated and hardworking, Eilidh is a great asset to Kingdom Housing Association, and we know that she will do great things in her role as Tenant Participation Officer". Andrea Finkel-Gates, Scotland's Housing Network.

"Eilidh is the epitome of the next generation of housing professional –empathetic and people-centred while also focused on effective and leading housing provision. She has continually given clear and consistent support to her peer group while finishing her Postgraduate Diploma in Housing Studies, which she has excelled in. Her work on digital inclusion and engagement has highlighted to me that she has a vision for the future of the housing sector and how we communicate more effectively with tenants. She is a clear rising star and has a sparkling career ahead of her". Dr Vikki McCall, University of Stirling

Following her traineeship Eilidh has been rewarded with a permanent post at Kingdom and will undoubtedly achieve great things in the future.

Outcomes and achievements

Completed PGDip Housing Studies (result pending - on track for Distinction)

Completed a three year Graduate Training programme with Kingdom Housing Association

As a result of her outstanding track record Eilidh has been awarded a permanent contract with KHA in our Tenant Participation team

Provided direct digital device training/support to customers to enable our Scrutiny Panel to continue to work and meet remotely.

Lead implementation of new digital customer survey tools for our rent consultation, contributing to KHA record customer response rates

Supported peer development; providing mentoring and project guidance for five students completing work placement projects at Kingdom

Contributing to customer engagement in the wider housing sector through participation and appointment to board of TIS

During her trainee programme Eilidh completed work placements with third party organisations on projects that have influence across the sector including with CIH Scotland on reviewing membership options, with University of Stirling on digital inclusion, and with Scotland's Housing Network on developing a Mid Market Rent best practice toolkit.

Tasmin Ross

River Clyde Homes



Statement of support

Tasmin Ross is the HR Advisor at River Clyde Homes (RCH), Tasmin's RCH career started in 2017 when she spent time at RCH on a work experience placement to gain the necessary skills and knowledge to complete her dissertation and through doing this successfully gained her MSc Human Resource Management qualification.

Throughout Tasmin's work experience placement she displayed passion, commitment and flair in delivering an excellent service to her internal customers which in turn had a positive impact on RCH's tenants and residents. Due to this, Tasmin successfully gained permanent employment with RCH and has career progressed to HR Advisor.

Tasmin has shown a creative and innovative approach supporting RCH Caretakers to provide an enhanced and professional service to tenants and residents. Tasmin did this by supporting the Caretakers in completing their CIH Level 2 Housing Qualification. Tasmin initially completed this qualification so that she had a good understanding of what was required and how this could enhance the customer service that was delivered. Thirteen Caretakers successfully gained this qualification through Tasmin's coaching and support

and they are now able to provide low level housing support to RCH tenants and residents. The caretakers also nominated Tasmin to receive an award at the RCH Annual Staff Event and Tasmin successfully gained this.

Daily, Tasmin shows continuous improvement on service delivery and chairs the Young Person Forum where Tasmin along with RCH's Young People review policy and procedures and services provisions to not only improve this but to improve it from a young person's perspective. Examples include the creation of a mentor programme, reviewing the appraisal and one-to-one process and identifying learning styles to help young people learn and develop in the workplace. They have also reviewed the recruitment process to make it more attractive to potential candidates, social media is now used, and Fair Work Practices have been added to the website. This continuous improvement helps RCH in achieving their strategic objectives and allows our young people to have the confidence to deliver an excellent service to tenants and residents. Tasmin is currently leading the Young Person Forum in reviewing and providing feedback on the Young Person into Housing Strategy which will have a positive outcome to tenants and residents.

RCH have recently implemented a Learning Management System to allow staff to complete mandatory training on-line. Tasmin has been the lead Project Officer for this and has implemented a user-friendly system allowing all RCH colleagues to complete mandatory and personal development training courses. The completion of these training courses ensures that RCH colleagues are fully compliant with health and safety, customer service and housing knowledge and good practice ensuring excellent customer service is always delivered to tenants and residents.

Tasmin is an inspiration to colleagues, tenants, and residents and this is demonstrated by her not

only chairing the Young Person Forum she is also a Mental Health and Domestic Abuse Champion where she regularly provides support and guidance to colleagues. Following the pandemic, RCH colleagues, tenants and residents have required additional support with their mental health and wellbeing which led to Tasmin creating a Mental Health and Wellbeing intranet page to signpost colleagues to support

services and strategies who in turn are able to support tenants and customers. Tasmin has been instrumental in RCH successfully gaining Investor in People and Investor in Young People accreditations. Her ongoing commitment, passion and flair in delivering an excellent service to colleagues, tenants and residents is recognised and has made her an inspiration to all at RCH.

Outcomes and achievements

In my capacity as an Investors in Young People and Investors in People specialist I have seen Tasmin grow and flourish over the last 5 years. She is a natural leader of the Young Person's forum which allows her to effortlessly engage, inspire and motivate a group of like minded Young People to explore ideas, suggestions and deliver impactful changes to the Youth Employment practices at RCH. Her passion, enthusiasm and commitment is inspiring, which is key to be a change agent in a sector which tends to

have a more aging workforce. Having Tasmin lead this group will be key for RCH to achieve their ambition of Investors in Young People Platinum accreditation which is the highest level that can be achieved. The Youth Forum also allows RCH to successfully develop many Young People to have the key skills to be the leaders of tomorrow and to support your tenants and residents. (Nicola Dillon Remarkable Specialist August 2023)

Drew Melloy

Perth & Kinross Council



Statement of support

Drew joined Perth and Kinross Council on the 29 June 2015 as a Modern Apprentice within the Homeless Team, he progressed to a Senior Clerical Assistant in 2016, then to a Housing Assistant in 2018 and most recently is now a Housing Officer within the Letham Housing Team.

Since, he has continually proved to be dedicated to his progression within the housing profession. working towards both in house and external qualifications, including the Chartered Institute of Housing Level 3 in Housing Practice.

He has an excellent work ethic, is always strives for improvement, new ways of working and excels in the 'think yes' approach. He has demonstrated his understanding of situations, ensuring he always has empathy, compassionate, and a drive to achieve positive outcomes. Drew has a wealth of experience

in the housing field, he is organised, and extremely motivated. He is always the first to step forward and volunteer for local initiatives and events in the community.

During the pandemic Drew demonstrated his flexible approach. He adapted well to the change in work practices, and at the same time motivated and supported his colleagues on a daily basis. He always went the extra mile in supporting our tenants, such as assisting with food parcel delivery, supporting vulnerable residents who were unable to leave their property.

The Scottish Government has made it clear that one of their key priorities is improving the lives of the Gypsy/ Traveller community and with the announcement of the additional £20 million funding, improving Local Authority Site standards and increasing site availability, this segments this.

In March 2022 Drew, alongside his role as a Housing Officer, took on the responsibility for tenancy management for Double Dykes. We have a relatively settled community of 20 residential homes on site. Drew has excelled in this role, making excellent connections with residents and partners, including MECCOP, to support the residents. He has excellent communication skills, adapts his approach to sensitively deal with situations.

More recently Drew has been a key player in ensuring consultation with residents and the Local Authority is a two way process and to support a bid, which has been short-listed for Stage 2 Scottish Government funding. Drew has made sure that residents are fully involved in

the process and that their views are taken into account, which is imperative to our funding bid.

Outwith this specific piece of work, Drew has established a strong relationship with the community in a short period of time, building on the platform his predecessor has established.

The Gypsy / Traveller community can be difficult to engage with due to a lack of trust in public sector

bodies, however Drew has overcome this and the feedback we have received from residents has been positive.

In the Housing Officer role, he has taken on responsibility for his community area by supporting tenants to sustain their homes, helping them maximise their income to assist them to pay their rent, which in turn ensures the Housing Revenue Account is funded to continue to provide this support.

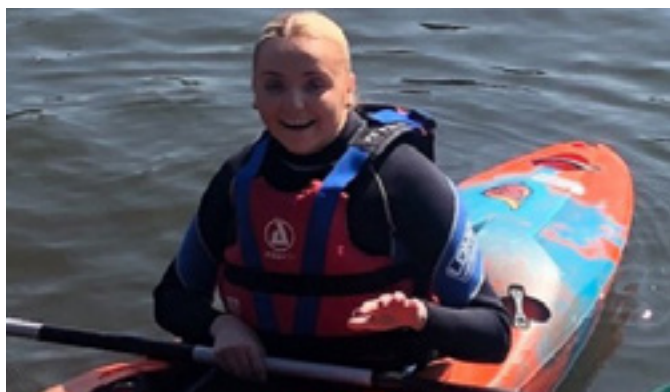
Outcomes and achievements

The Scottish Government has made it clear that one of their key priorities is improving the lives of the Gypsy/ Traveller community and with the announcement

of the additional £20 million funding, improving Local Authority Site standards and increasing site availability, this segments this.

Regan Nixon

Queens Cross Housing Association



Statement of support

Regan Nixon is 24 years old and joined Queens Cross Housing Association Housing First for Young People team in 2021. The Housing First for Young People team provides housing support to 53 young people aged 16 to 25 in a residential setting and in their own tenancies. Regan is the youngest Wellbeing Worker in the team and has quickly become an essential member of the team. In fact Regan is the youngest member we have ever had in our support team.

Regan joined the team at its most difficult time when we were in the middle of a pandemic and trying to provide a 24/7 service to young people. Regan did not get a traditional induction and came to the service at a time where we were supporting young people whose mental health was declining and we had an increase in dealing with incidents of self-harm and challenging behaviour. However Regan did not let this phase her and quickly developed the skills and knowledge to support young people in these challenging times.

Regan joined housing support at a time when social care is struggling to attract young people to the profession. Regan chose social care as a career as she wanted to make a difference to people. Regan will be an inspiration to other young people and will

encourage them to join the profession. Regan has also become a role model to young people that the service supports who see what is possible and that there are career options for young people.

Regan has quickly become an established member of the team. Despite having less experience and knowledge this has not stopped her contribution to the team. Regan's colleagues are regularly asking for her input and advice, and she has received many compliments from her colleagues about her work ethic and quality of support that she provides. Regan has brought a new perspective to the team and has led to us making enhancing what we do e.g. using Instagram as a tool to communicate with young people. I can only imagine how daunting it would have been for Regan coming into a well-established team however she has not let this affect her. One of Regan's colleagues said Regan has a very positive attitude in her role. She has inspired me and reminded me why I work in social care.

Regan has also established great relationships with young people based on trust, compassion and empathy. It was difficult to begin with as some of the young people we supported were unsure due to her age, however Regan showed them how well she can support them. That she had the knowledge and skills to support them. In fact Regan used her age to her advantage as it allowed her to build up trusting relationships, where young people could identify with her and use this to support young people to engage with the service. A young person that Regan supports said Regan has made a difference to my life when she became my keyworker by making sure I am listened to, learn how to build healthy boundaries with my close ones and being able to manage things independently. She has made things a lot more fun and light. She's brilliant at her job and I am glad to have had her in my life. She's great to be around and overall just wonderful. I couldn't ask for a better keyworker.

With the likes of Regan as a Wellbeing Worker the future of the service and social care is in good hands.

Outcomes and achievements

Regan everyday supports young people and colleagues in a way that is exceptional.

Regan is dedicated to developing herself. She is always putting herself forward for training and is currently in process of completing her SVQ Health and Social Care. However Regan is also using her perspective as a young person to support QCHA to be an organisation that attracts young people to start their career with them by being an active member in the Investors in Young People working group.

Regan is a representative for the service at the Homeless Alliance Frontline Forum. Regan is one of

the younger members and as well as representing the interests of the service is also vocal in ensuring that they take account of young people working in homelessness.

Regan supports a young person in the service, who until Regan became her keyworker was reluctant to engage with any professional. However Regan through her approach was the first person that this young person trusted and through this the young person was supported to move from the residential service to her own tenancy, engage with other supports and begin to think about training and education.

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