

## STRATEGY AND BUSINESS PLAN 2015 - 2020



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HELPING PEOPLE LIVE THEIR LIVES TO THE FULL

[www.blackwoodgroup.org.uk](http://www.blackwoodgroup.org.uk)

## HELPING PEOPLE LIVE THEIR LIVES TO THE FULL



Blackwood is a long established not-for-profit organisation delivering affordable, accessible homes, care and support services across Scotland.

Many of our customers live with physical disability, mobility or other difficulties which mean that they need highly accessible and adaptable homes with a flexible and responsive personal service.

We design and deliver what people want and work with them to find the right solutions.

While our scale has grown since we were first established in 1972, our commitment to this personal service and innovative accessible design has not changed.

Evidence shows that there is an increasing demand for this combination of good design and great personal service. This Business Plan renews Blackwood's offer to its customers based on our service expertise and our focus on innovation.

The Strategy sets out how we plan to deliver value and quality of service over the next five years

while also re-investing for a sustainable future.

Our Strategy is ambitious as we seek to increase our services and what we offer to local communities and neighbourhoods. To achieve this we need great people who believe that what they do has the power to change our customers' lives. Therefore we will invest in engaging and developing our teams as they are central to our success.

While the plan is entirely forward looking, we take our inspiration from our founder, Dr Margaret Blackwood, who, over 40 years ago demonstrated the pioneering spirit that we want to be known for today.

She insisted that her disability should not stop her achieving great things and she was very aware that technology played an important part in enabling her to be independent.

Through the Strategy and Business Plan 2015 - 2020, we will ensure Dr Blackwood's legacy continues, helping people live their lives to the full.

## OUR VISION FOR 2015 - 2020

Blackwood helps people live their lives to the full. We provide high quality, personalised, housing, care and support, designed around the person and their life choices.

We engage our customers and our staff in a way which recognises that they are central to our success.

Blackwood is an organisation that is known for its innovation, design and development of products and homes which improve accessibility for customers so that they can live independently.

## OUR CORE VALUES

Blackwood lives by four core values to ensure everything we do as an organisation and as individuals demonstrates integrity and accountability.

These values are now embedded within our culture - employees know them, customers know them and we want to work with partners and suppliers who also share these values. We use our four core values to guide our decision making and our behaviour, from Board to operational service delivery.

By continuing to maintain them we will ensure we have the right foundation for our future strategy.



Open & Honest



Taking  
Responsibility



Respect and  
Understanding



Keeping our  
Promises

# Wherever they are in Scotland, we're here for our customers.

With over 1600 properties, 4 care homes and over 350 employees, Blackwood operates in 29 out of 32 local authorities. Our three regional offices in Stirling, Glasgow and Aberdeen and our Head Quarters in Edinburgh, provide a great base for a unique and integrated housing and care service and we aim to build on that over the next five years.



## TWO KEY OUTCOMES

Our Strategy and Business Plan 2015 - 2020 demonstrates that we can deliver a secure and sustainable future for people to live their lives to the full.

It sets out to deliver two key outcomes over the next five years. These are **Value and Quality for our customers** and delivering **Investment in Innovation**.

### 1 VALUE AND QUALITY FOR OUR CUSTOMERS

Our customers expect good value for money for their homes and care provision. By regular engagement with them we will ensure they are satisfied with what they pay for and receive.

We bring value to the local communities we work in, providing safe, clean, friendly environments and well maintained homes. We are a good local employer offering opportunities for people to have job satisfaction through training and development, but most importantly, through our relationship with customers. We enable people to live as independently as possible through delivering quality housing and care services. We consistently obtain high grades from the Care Inspectorate and from our customers and their families.

### 2 INVESTMENT IN INNOVATION

We aim to develop a new standard for accessible homes, combining technology, modern construction, and engagement with people who live with a disability. Our Concept Home aims to be beautiful and easy to live in, meeting the aspirations of our customers.

As we grow our care business in key areas of Scotland, we will also incorporate our brand of smart technology to help people live independently. We are excited about realising the potential this investment in innovation can deliver. Through this it will provide positive, practical support for our customers and help us to achieve our aim in becoming a leader in Scotland.



# 1 TO PROVIDE VALUE AND QUALITY OVER THE NEXT FIVE YEARS WE WILL...

## DELIVER EXCELLENT SERVICE

We will deliver a repairs service which our customers rate as excellent, working with our new repairs contractors. We will deliver our Care & Support Services at Very Good and Excellent Grades, continuing our track record as per our Care Inspectorate history. We will ensure we have motivated, creative and committed staff who share our focus on excellent customer service and helping people to live independently.

## GROW THE BUSINESS

We will aim to significantly grow our Care at Home business in Dundee, Edinburgh & Glasgow and maintain our range of care services in our other locations.

## INVEST IN PERSONALISATION

We are investing in a Personalisation Plan to ensure Blackwood supports customers who choose their own services through Self-Directed Support.

## RIGHT SERVICE MODEL

We will complete the implementation of our Care Systems to support the front line delivery of care and have the right service models to deliver efficiency and quality.

## MAINTAIN AFFORDABLE RENTS

We will develop a Rent Strategy to ensure Blackwood tenants have rents which continue to be affordable, demonstrate value for money and give customers greater choice over their services.

## INCREASE TENANT SATISFACTION

We will increase our tenant satisfaction further in line with the Scottish Social Housing Charter outcomes as our performance continually improves and as we work with Team Blackwood on our customers' priorities.

## SUPPORT OUR CUSTOMERS

We will support our customers with advice and assistance through Welfare Reform and ensure our systems and processes are fit for purpose and geared to personal service.



I've been supported by other services but Blackwood are the best.

It's good to know that my son is getting affection as well as his physical needs taken care of.

Comments from our customers

## 2 TO INVEST IN INNOVATION OVER THE NEXT FIVE YEARS WE WILL...

### DEVELOP THE BLACKWOOD CONCEPT HOME

We will invest £1.15m in developing the first highly accessible 'Blackwood Concept Home' for the way people want to live now, in Dundee and Glasgow. We will explore the potential for expansion of our Concept Home in other locations.

### UPGRADE OUR HOMES

We will invest £8.8m in upgrading our homes, maintaining a good overall standard, meeting the new energy efficiency standards and achieving affordable warm homes so that our existing customers get value for money.

### BUILD NEW ACCESSIBLE HOMES

We will re-develop Tweedbridge Court in Peebles by investing £1m to build 10 accessible homes, completing Blackwood's long-term commitment to its tenants who live there.

### DELIVER EXPERT ADAPTATIONS

We will work with Scottish Government and local authorities to invest £1.7m in adaptations for homes as an important part of our service, to help our customers live independently.

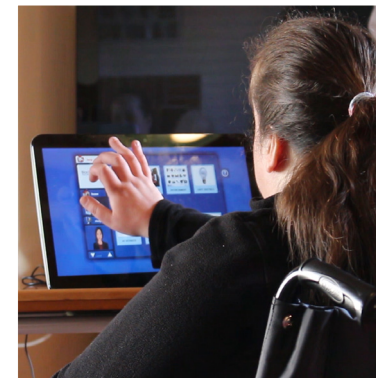
### PROMOTE THE USE OF SMART TECHNOLOGY

We will introduce our smart technology system and invest £0.65m in designing and testing this in 3 sites across Scotland with our customers. This is an exciting innovation for Blackwood, opening great potential for the future.

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Adaptations not only improve the life of the individual, but the whole family.

Comments from a staff member



# “Helping people lives to





# People live their the full

 THE BLACKWOOD STRAPLINE



## FINANCIAL INVESTMENT

The investments and commitments that we will make during the life of this plan aim to further strengthen our financial sustainability and security and build our financial capacity.

Our plan is based on three broad strands:

- Building the care business and achieving scale while maintaining quality of customer service.
- Driving efficiencies across our business through improved service models and the use of technology.
- Building the value in our assets portfolio so that our long-term capacity is increased.

Over the five years, we have set out our plan to achieve both the scale that we need to maintain our financial security, and to ensure a sustainable business for the future. By developing business models that improve the quality and efficiency of our services, while investing in our teams, we aim to re-invest for the future. It will also ensure we meet the financial challenges posed by reducing public funding for care and the increased pressure on personal incomes for many of our customers.

**The illustration outlines the investment that we will make in growth, innovation, our housing and our staff:**



## OUR PEOPLE

It is only with the commitment and dedication of our people that we can achieve our business goals and these attributes are a hallmark of Blackwood. This Strategy focuses on cultivating and sustaining a diverse staff team who meet the unique needs of our customers and the communities we work in.

Our Strategy recognises the importance of our people, by aligning how we work with them to the strategic aims and objectives of Blackwood.

We are creating a culture for success through employee engagement, providing great opportunities for development, maximising individual potential and recruiting and retaining the best employees.

While the five years of the Business Plan will be a challenging time, we aim to ensure that we have motivated, creative and committed teams who share our focus on excellent customer service, helping people to live their lives to the full.

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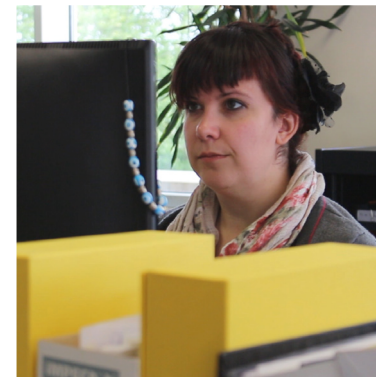
Working for Blackwood is fantastic – I always feel supported in my role.

Comment from a staff member

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It's great to work for an organisation that really makes a difference to people's lives.

Comment from a staff member



# CONCEPT HOME AND SMART TECHNOLOGY

## DRIVING A NEW STANDARD OF ACCESSIBILITY

We believe that the Blackwood Concept Home integrated with our branded smart technology is the future of housing and care in Scotland.

**B**espoken, our social media platform is an online community where many people are joining in discussions to help us design the right standard of accessibility.

Scotland has many good examples of homes which are designed to meet the needs of disabled people and Blackwood was a pioneer in this in the 70s and 80s along with other housing associations and local authorities. But we believe that more is needed and more can be done to achieve standards of accessibility that are really fit for purpose in helping people to live independently.

Over the last year in Blackwood we have raised our aspirations for the standards which cater for those of us who need greater accessibility, either as we age, as we live with more long term conditions, or as families become more intergenerational.

Our inspiration comes from the many solutions disabled people have created for themselves, their dislike of institutional products and the change in their lives facilitated by good design. Our Concept Home therefore aims to be beautiful, flexible, modern and with very high connectivity so that people have great control over their homes and their lives. Through this Business Plan we aim to work with forward thinking partners who also aspire to new standards of design to support independent living.





## CONCEPT HOME AND SMART TECHNOLOGY

Our branded smart technology aims to give our customers an innovative, touch screen 'home hub' that will promote independent living and enhance the quality of life for our customers.

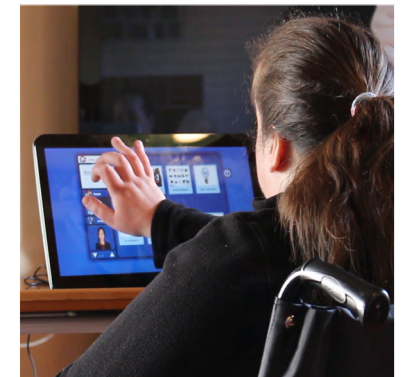
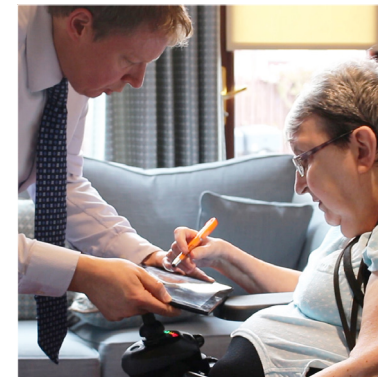
This provider of 'care at a distance' system not only enables our staff teams to significantly improve the efficiency and effectiveness of their care, it also supports our customers to gain control, manage their lives and to shape a level of care and support that suits them.

It works with technology in the home to help ensure safety, and provides options to control

“

It's great to see the impact that technology is bringing to our customers.

Comment from a staff member



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I have high hopes that this new technology will improve our customer's daily lives.

Comment from a staff member



Helping people live their  
lives to the full.

Blackwood

# Blackwood

homes | care | support

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