trust

Our strategy
Your story



ready together

2026 – 2031

With you. For you. Ready

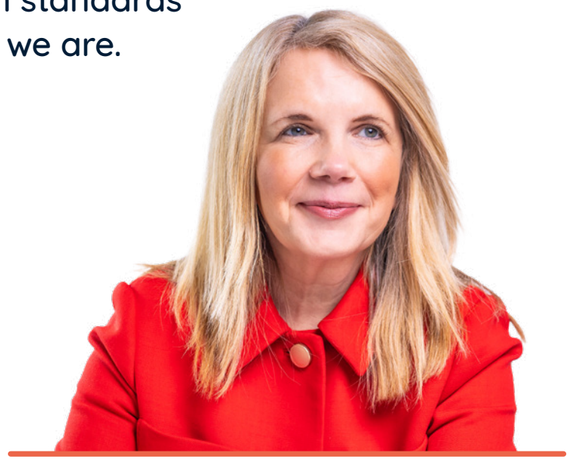
As we turn the page on a new chapter and strategy for Trust, we do so with confidence, building on our strengths and the progress we've made together.

This strategy is about who we are, not just what we do. It was shaped by more than 1,500 of you and almost 200 of our colleagues, and it's set against a Scotland where more people need a social home than there are homes to go round, and everyday costs keep rising. So we'll keep investing in the homes you live in, build new ones for those who need them, and provide the care and support that helps people live well.

We have something special here: strong foundations we don't rest on, but build from. With high standards and shared ambition, we're proud of who we are. Everyone, every action, every day.

We are ready, together.

Jackie McIntosh
Chief Executive



Our vision

A future where every person, home and community is ready to realise its potential.

Our ambition

By 2031, Trust will be a people-centred, sector-leading, digitally-enabled organisation – known for easy to access, exceptional customer experiences; strong community impact; a future-ready workforce; and purposeful growth.

Our values

We believe in better

We keep finding ways to make things work better for you.

We're here for each other

We treat our customers and each other with respect, and we look out for one another.

We love to learn

We listen with an open mind, try new things, and act on what we learn.

Our commitment to you

Expanded tenancy sustainment and financial support, alongside enhanced social value and community-based services for customers and wider community.

Increased access to affordable and energy-efficient homes.

Continue to invest in existing homes, including energy-efficient measures.

Simpler, easier to access and more personalised services, with enhanced people support, more ways to connect with us digitally and more proactive interventions.

Improved service quality and consistency, enabled by confident, digitally-skilled and empowered colleagues.

The things we won't compromise on:

Every pound, well spent
We manage our money carefully so we can keep rents affordable as possible and keep investing in your homes and communities.

Safe and secure
Your personal safety and your data come first, in your home and in every dealing with us.

On the road to Net Zero
Helping you cut your energy costs, while we reduce our impact on the environment.

Strong governance
We meet the standards set by our regulators and always act in your best interests.

Strategy snapshot

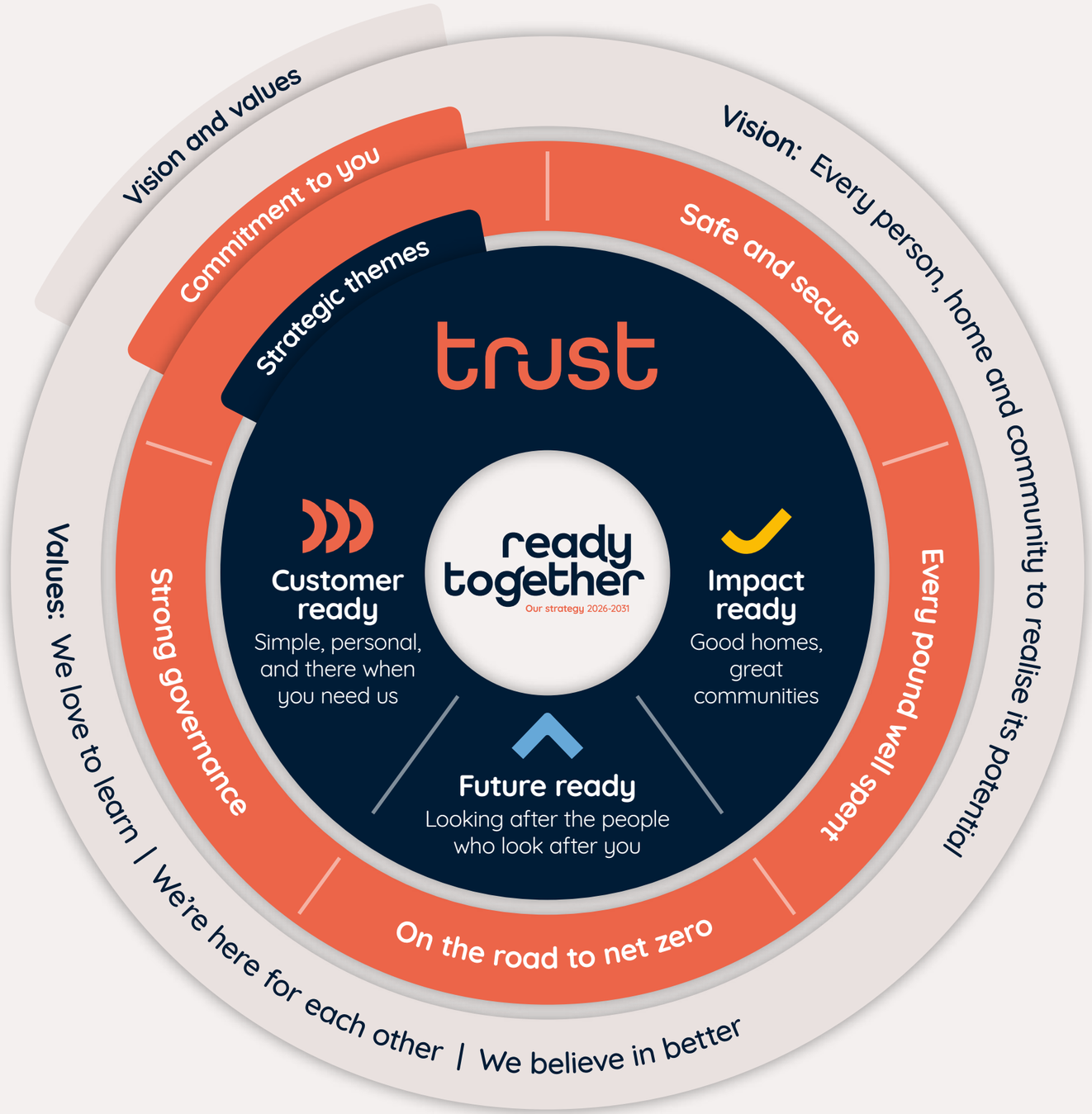
Our strategy is built around three themes that work together: customer ready, impact ready and future ready.

We're customer ready

We're impact ready

We're future ready

Over the next three pages, we explain what each one means, what you can expect from us, how we'll make it happen and how we'll check we're getting it right.



Simple, personal, and there when you need us
We're customer ready

We're making Trust easier to deal with. We'll get to know you better so we can help sooner, and behind the scenes we're cutting out repetition and paperwork, so our teams have more time for you.

What you can expect

- Dealing with us is easier, and we aim to get things right first time
- We get to know what you need before small worries become big ones
- You choose how to get in touch, and a real person is there when it matters most
- Our colleagues feel supported and proud to make a difference every day

How we'll do it

- **Your Customer Partner:** One main contact who knows you, with more time for conversations and care
- **Digital choice:** More options to connect with us digitally when it suits you – for those who want to. We will build on MyTrust – your online customer portal – and we're also exploring other options such as a mobile app and live chat.
- **Redesigning the services you rely on:** We've cut the time homes sit empty by almost a quarter, so new neighbours move in sooner. We'll do the same for other services that matter most to you too.
- **Technology that takes away repetitive work,** not the people you deal with

How we'll check we're getting it right

By 2031 we want to see more of you:

- Finding it easy to get the help you need
- Satisfied with our service
- Recommending Trust to family and friends



Customer Partners

Supported by support teams, repairs and care & support colleagues – provide a more joined-up experience and clear main point of contact.



MyTrust

Our online customer portal delivers simpler, more convenient and more personalised customer experiences.

Good homes, great communities
We're impact ready

We're more than a landlord. We want to be a positive presence in the places you live, with homes that are warm and affordable, and support you to live well. As we grow, we can help more people in more communities across Scotland.

What you can expect

- Your home is safe, warm and well looked after
- It costs less to heat and run
- Help is there if money is tight, or if you need support
- You see and feel the difference we make in your community

How we'll do it

- **More homes:** We've built 181 new affordable homes over the last five years, 74 on site, and we'll build 500 to 625 more by 2031
- **Warmer, greener homes:** 568 homes upgraded already, with more investment to come
- **Help with money:** £10.9 million in benefits claimed with our support, and 1,156 customers helped by our Hardship Fund
- **Systems and technology:** Later Living support now planned online, so less paperwork and more time with you. Next, we'll test smart technology that helps people live well at home

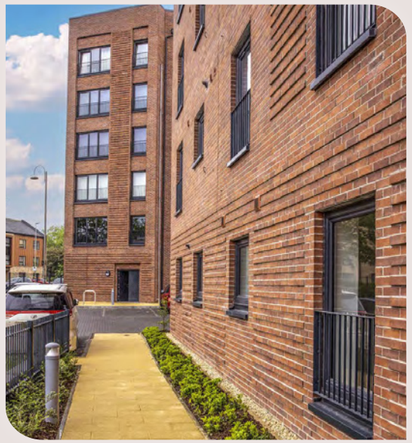
How we'll check we're getting it right

By 2031 we want to see:

- More affordable, energy-efficient homes
- More of you happy with the quality of your home
- More homes that are warm and cheaper to run (EPC rating A-C)
- Later Living services continuing to earn high Care Inspectorate gradings



£3.8m regeneration of Manse Gardens, Strachur, Argyll & Bute



46 new energy-efficient homes at Langlands Road, Glasgow

Looking after the people who look after you
We're future ready

The people who look after your home and your community are what make Trust. So we look after them too: helping them learn and grow, giving them modern tools, and making this a place where good people want to build a career.

What you can expect

- Employees who are skilled, confident and proud to work here
- Teams with the tools to sort things quickly, and less paperwork between you and them
- People who build careers with us, so you deal with colleagues who know Trust well
- A team that welcomes people from every background and generation

How we'll do it

- **Fair Work First:**
  An accredited employer since 2024, with fair pay, flexible working and a real say for colleagues through our Employee Forum
- **Systems and tools:**
  Building on our investment in systems, technology and tools so we can spend less time on admin and more time witih you.
- **Growing our own:**
  Creating opportunities for careers to grow within Trust, through learning, promotion and secondments.
- **Blended working:**
  Flexibility for colleagues, so they can be where you need them

How we'll check we're getting it right

By 2031 we want to see more colleagues:

- Satisfied working for Trust
- Recommending Trust as a great place to work
- Progressing in their careers with us





Affordable homes. Exceptional care
About Trust

Trust has been part of Scottish communities since 1973. We are a registered social landlord and one of Scotland's largest national providers of housing, care and support services, with almost 4,000 homes across 23 of Scotland' 32 local authority areas. We employ more than 650 colleagues, working to make a positive difference to people's lives.

We provide affordable homes and services for households of all ages, and for later living. We are much more than a landlord though.

We're regulated by the Scottish Housing Regulator, the Care Inspectorate and the Scottish Charities Regulator, and we're held to the high standards they set.



trust

Accessible formats

We publish this report digitally as standard to provide value for money for tenants and reduce our environmental impact. If you would prefer a paper copy, or need the report in another language or accessible format, please contact our Business Support Team using the details that follow.

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