



Pride in Homes and Places

October 2023 to October 2026



I'm delighted to introduce our new Pride in Homes and Places Strategy, which builds on our Corporate Strategy, The Customer Pioneer, and sets out how we'll deliver good quality, safe homes and places that customers feel proud to live in and which meet their individual needs, now and in the future.

Thank you

To all customers and colleagues who've helped us to develop this strategy. This is just the beginning. We want to be a Customer Pioneer, genuinely working with customers to drive services and standards.

Our Pride in Homes and Places Strategy is about more than just maintaining our customers' homes. It is about the places and neighbourhoods our customers live in and the communities we create.

The appearance of our shared spaces around our customers' homes plays a critical role in how current and future customers feel, together with the wider community. We want everyone to feel safe and secure, and proud of their local community. Well-maintained, clean and tidy shared spaces can help to achieve this and tackle social housing stigma. By investing in our places and creating outdoor spaces, we can bring communities together and boost health and wellbeing, to the benefit of everyone in the neighbourhood.

I'm excited as we start on our journey with this new strategy, along with our customers, colleagues and partners, to deliver homes and places that we can all be proud of.



Ian Morrison
Executive Director
of Property and Assets



About us

We are a housing association in the South-East of England providing high quality, affordable homes for those in housing need with over 20,000 homes across London, Essex, Kent and Sussex.

Our homes provide affordable housing, independent living for older people and supported housing for people with learning and physical disabilities and people who are homeless or fleeing domestic abuse. We help customers towards home ownership through shared ownership and our homes for private sale which help to fund the delivery of more affordable homes.



In numbers...



21,745
homes

41%

of our customers
are homeowners

59%

of our customers
are renters

52%

of homes were
built after 2000

70%

of homes have a
EPC rating of C
or above

56%

of homes have
been surveyed in
the past five years

20 buildings
over 11 metres
three of which
are over
18 metres

£31.1m investment
in our existing homes in 2023

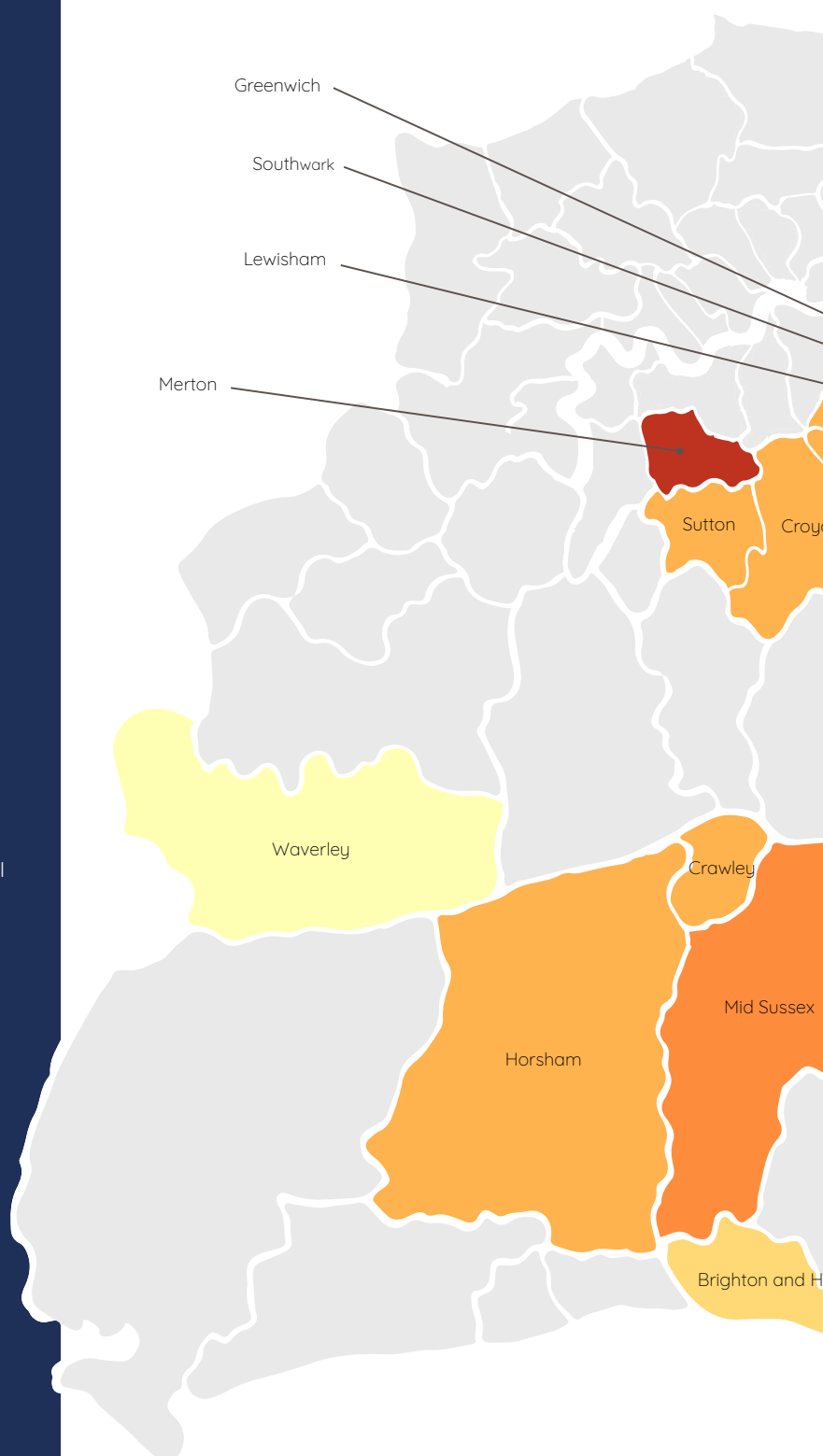
£2,300 total cost per home
for routine, planned and major repairs

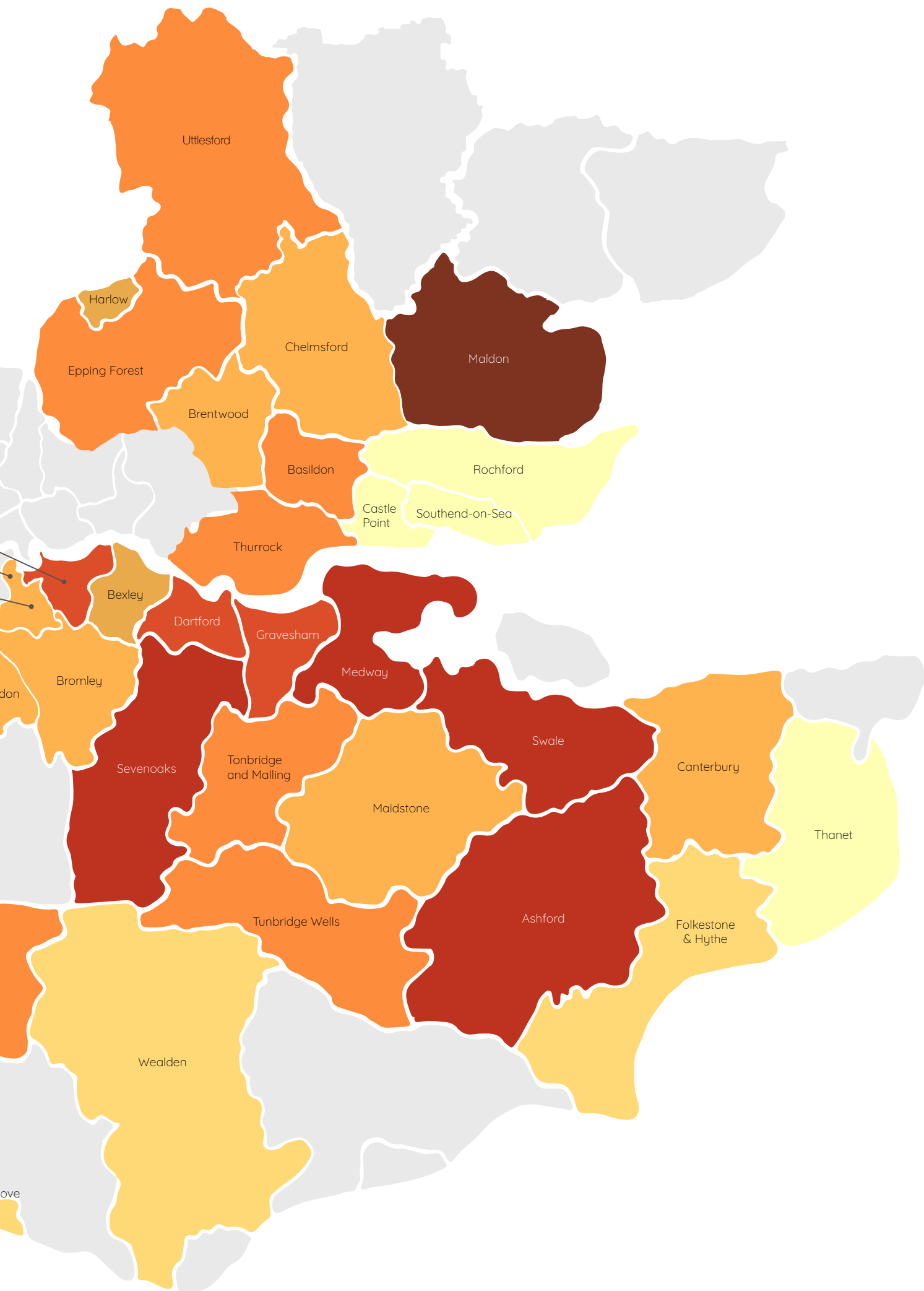
Our current homes

This map shows only local authorities with 20+ homes, both rented and shared ownership.

Local authorities with under 20 homes:

- Adur District Council
- Arun District Council
- Aylesbury Vale District Council
- Barking And Dagenham Borough Council
- Basingstoke and Deane District Council
- Bedford Borough Council
- Bournemouth Borough Council
- Bracknell Forest Borough Council
- Braintree District Council
- Bristol City Council
- Cherwell District Council
- Chichester District Council
- Ealing London Borough Council
- East Dorset District Council
- East Hampshire District Council
- Eastbourne Borough Council
- Exeter City District Council
- Fareham Borough Council
- Gloucester City Council
- Gosport Borough Council
- Haringey Borough Council
- Harrow London Borough Council
- Hart District Council
- Havant Borough Council
- Havering LBC
- Isle Of Wight Unitary Council
- Kennet District Council
- Kerrier District Council
- Lewes District Council
- London Borough of Enfield
- Mendip District Council
- New Forest Borough Council
- North Devon District Council
- North Dorset District Council
- North Somerset Unitary Council
- North Wiltshire District Council
- Norwich City Council
- Plymouth City Council
- Poole Borough Council
- Portsmouth City Council
- Purbeck District Council
- Reigate And Banstead Borough Council
- Rushmoor Borough Council
- Salisbury District Council
- Sedgemoor District Council
- South Oxfordshire District Council
- South Somerset District Council
- Southampton City Council
- Swindon Borough Council
- Taunton Dean Borough Council
- Teignbridge District Council
- Test Valley Borough Council
- Tewkesbury District Council
- Torbay Unitary Council
- Torridge District Council
- Vale Of White Horse Council
- Welwyn Hatfield Council
- West Dorset District Council
- West Oxfordshire Council
- West Wiltshire Council
- Windsor And Maidenhead UC
- Woking Borough Council
- Wokingham District Council
- Worthing District Council
- Wycombe District Council





We're developing this strategy at a time of significant change. The tragic events of Grenfell Tower and the death of two-year-old Awaab Ishak remain in our thoughts. They show the importance of treating customers with fairness and respect and listening and responding appropriately to ensure their safety. Building safety is a core focus for us. Understanding our customers' homes and places, and their individual needs, is essential to our homes remaining safe for everyone. We'll strive for zero failure in building disrepair and building safety in all safety areas. We're using the Building Safety Act to challenge our approach to building safety. And making sure our customers have a real voice in how we deliver safety. We have fewer high-rise buildings which has enabled us to deliver our commitments on building safety without significantly impacting investment elsewhere.

As the impact of climate change continues to create challenges across the globe, we also need to think creatively about how we reduce the environmental impact of our customers' homes. Many of our homes were built more recently which means our customers benefit from more energy efficient homes that are less prone to damp and mould. But, we also have older homes that need a more focused approach. We're proud to have secured £6.4 million of Government funding through the Social Housing Decarbonisation Fund which we're match funding to reduce the environmental impact of 613 homes. This will deliver works on our customers' homes including external wall, cavity wall, loft and underfloor insulation, window and door replacements, air source heat pump installations and solar panel installations. Improving the energy efficiency of our customers' homes will also reduce the running costs. This helps our customers during the current cost of living crisis – which our customers have told us is a key concern. We are working to improve the energy performance rating across our homes. We've started with our least efficient homes and prioritised vulnerable customers. This has

included measures such as additional insulation to lofts and wall cavities, heat pumps and storage heater replacements.

We've also faced some challenges over the past year. We need to get the basics right for our customers to give them confidence that we'll deliver high quality services on time, every time. And in a way that meets their individual needs across all our tenures including general needs, shared ownerships and retirement living. Our repairs and maintenance contract has not delivered the service that we and our customers expect. We've been working hard with our Principal contractor to get this service back on track and things are moving in the right direction.

We need to do more to improve our shared spaces for customers, building communities where they feel safe, secure and proud of their neighbourhood and working with our partners. Our homes are spread across four counties and we have a large number of smaller estates and individual homes. This can bring challenge in how we deliver services and how we can offer tailored services for our customers.

We are procuring Grounds Maintenance contractors across our four key areas, in consultation with customers, to improve the maintenance of our green spaces through a long-term partnership. We'll also be procuring a new communal cleaning service recognising the concerns our customers have had. We'll provide our customers with a regular and reliable service, consistently delivered to a high standard. By using local suppliers in each of our key areas, services can be better tailored to local needs. To improve our communal areas for our retirement living customers, we have refurbished our shared spaces across our independent living schemes. We listened to our customers, ensuring we provided all the features our customers wanted to make it more accessible to all. We'll build on this approach to make shared spaces that work for our customers.

All our customers should receive a high-quality service regardless of their tenure. Over half of our homes are general needs providing affordable housing to current and new customers. Understanding the difference between our homes and our customers can make sure that we tailor our services to meet individual needs. We know our home ownership customers are less satisfied with our services and we need to understand the different needs of our customers to shape and improve services.

We're also shifting the way we work. We're starting to think ahead and take action to prevent problems occurring. This helps us to make best use of our homes and places and deliver better value for money for our customers. Through our 'one touch' approach, we can minimise disruption for customers. Our investment is increasing as we move from reactive to planned maintenance, but we also need to improve the information we hold on our homes. Our accelerated home improvement survey programme is helping to achieve this. This approach is a significant change for Moat. We are building the right teams and skills to be able to deliver this for our customers. Our approach will also need to be flexible as we adapt to the ongoing changes outside of Moat, including the Decent Homes Standard 2 and new consumer regulation. This strategy sets our direction as we move forward in delivering good quality, safe homes and places that customers feel proud to live in.

So happy with the works! We only had the works completed a couple of months ago and we are already noticing the difference in our monthly payments on our pre-paid meter.

Customer on Mundon Road in Essex who benefited from energy efficient works in partnership with Arc Group.

Everything in the flat was brand new, new kitchen units/floor/sink, the flat had a brand new fitted carpet and had been freshly decorated. I was over the moon.

Customer moving into their Moat home



Our **Corporate Strategy** is built around three key priorities:

1

More focus on the customer, delivering a 'great customer experience'

2

Creating more 'pride in homes and places'

3

Creating more 'growth in new homes and communities'



Alongside these priorities we'll sharpen our focus on the impact of what we do, to become a more environmentally sustainable business.

Enabling these three priorities is a fourth strategic priority – 'making it happen'. This enables the three priorities to be developed in a well governed, financially robust way and supported by the right people, systems and data.

Our Corporate Strategy balance scorecard* sets our ambitions to 2026, including:

80%

rented customer satisfaction

60%

shared owner satisfaction

100%

Compliance with all landlord health and safety requirements

95%

satisfaction that Moat provides a home that is well maintained

100%

satisfaction that Moat provides a home that is safe

90%

satisfaction with the repairs service received over the last 12 months

80%

of homes with EPC Rating C and above helping towards our zero carbon target

*see more about our targets on page 19

Our Pride in Homes and Places Strategy



Our vision builds on the Pride in Homes and Places priority in our Corporate Strategy:

Customers will feel proud to live in our good quality, safe, homes and places. We'll reduce the environmental impact of our existing homes which will help customers with their running costs.

Our research suggests that:



Our Pride in Homes and Places Strategy plays a central role in delivering not just those ambitions under creating more 'pride in homes and place' but also ensuring we deliver a great customer experience and creating more growth in new homes and communities. It has three core priorities which set out how we'll ensure every customer has a home to be proud of, both now and in the future:

1. Knowing you and your home and place

Having accurate, up to date information on the condition of our homes and places to plan ahead and maintain our homes and places more effectively together with a deep understanding of our customers to tailor our services to meet their diverse needs.

2. Keeping your home and place safe, warm, decent and well-maintained

Ensuring zero failure in all safety areas and providing high quality and proactive services to ensure homes and places are kept safe, warm, affordable and decent and promote wellbeing and a sense of community.

3. Making your home and place fit for the future together

Working with customers and partners to deliver sustainable homes and places that meet needs now and, in the future for current and new customers, and making informed decisions about the future of our customers' homes which deliver value for money and benefit customers.

Being a Customer Pioneer

Our Corporate Strategy, The Customer Pioneer, sets out how we'll work with our customers to genuinely design services together.

From transforming customer journeys and providing differentiated services to offering opportunities for customers to engage with us, influence how we deliver services and hold us to account.

Throughout the delivery of this Strategy, we commit to co-creating our services and standards with our customers and partners. This includes working with our customers to develop a new Home and Neighbourhood Standard and understanding local priorities to ensure we create homes and places that we are all proud of.

Our Pride in Homes and Places strategy has been developed with our customers. We held a meeting with customers to discuss our approach and surveyed our customer advocates to gather their views on our strategy and understand what's important to them. We also used wider customer insight and feedback to inform our objectives.



We asked our customer advocates:

'What is most important when it comes to your home?'

Our customers' top four priorities were:

1. Feeling secure in my home and neighbourhood
2. Feeling safe in my home
3. My home is well-maintained
4. The cost of running my home

*51 customer responses

We have used the feedback from customers to develop our key objectives including:

- Offering a handyperson service
- Prioritising repairs to meet different customer's needs
- Preventing the same repair re-occurring
- Consulting with customers when we make changes to the specification of homes
- Providing more information on aids and adaptations and the support available
- Reducing unexpected costs for shared owners and leaseholders

We're also piloting different approaches to enable our customers to hold us to account and scrutinise our performance. Our repairs forum now meet regularly to review the performance of our repairs and maintenance contract. We'll also be holding a one-day boot camp on our approach to damp and mould and enabling our customers to scrutinise our compliance with building safety in our high-rise blocks. The topics for scrutiny will be directed by customer insight and feedback from customers.

Our Customer Promises

Our approach is also driven by our customer promises. Our Pride in Homes and Places Strategy will help us to deliver on the promises we've made to our customers to:

1

Provide safe, secure, well-maintained and sustainable homes in neighbourhoods and communities they are proud of.

2

Complete repairs promptly, professionally and to a high standard.

3

Make sure our charges for services are good value, accurate and affordable.

4

Get answers they need, quickly and easily.

5

Always be clear, warm, friendly, and professional.

6

Listen carefully to their issues, resolve fully, learn, and always keep our promises.

7

Support them if needed and adjust as best we can.

8

Give them the freedom to make their "house a home"

Moat are trying hard and listening and taking it on board, they are more understanding and all what we spoke about sounds good, I can't fault that, just keep it going.

Customer involved in the development of our Customer Promises

Well done to Moat for your good works and for truly listening to the Customer Advocates. I am happy to be part of a voice that influences good and continuing progress.

Customer involved in the development of the Pride in Homes and Places Strategy



Knowing you and your home and place

Having accurate, up to date information on the condition of our homes and places to plan ahead and maintain our homes and places more effectively together, with a deep understanding of our customers, to tailor our services to meet their diverse needs.



Knowing the condition of each one of customers' homes and the surrounding places is central to our proactive approach so we can make better decisions and deliver value for money.

To deliver efficient services to our customers that prevent problems before they occur, we'll need accurate, relevant, reliable and timely information on our homes, places and customers. It informs how and when we invest in our customer's homes and places and makes sure that every home and place is well-maintained and decent and that our customers feel safe and secure.

We have increased the frequency of our home improvement surveys to help provide up to date information about the condition. But we can do more. Every interaction we, and our partners, have with our customers is an opportunity to learn more about them and their home and place so we can provide better services.

We'll improve the information we have so we can make better decisions that will support our customers to live in well-maintained and safe homes and places.

How does this support our customer promises?

- Our charges for services are good value, accurate and affordable
- You can get answers you need, quickly and easily

Our objectives set out how we will achieve our aims by October 2026 and are summarised below:

Knowing Your Homes and Places

- We'll ensure 100% of our homes will have had a Home Improvement Survey completed within the last five years
- We'll reduce unexpected costs for our leaseholders and shared owners by improving information on our buildings
- We'll expand our home improvement surveys to include the improvement of places, working with our local partners
- We'll create non-technical customer friendly version of key compliance documents so our customers understand their homes and how we are keeping them safe
- We'll quickly solve problems for all customers when a part is failing by exploring how we can use tagging on our components.

Knowing Our Customers

- We'll improve our services to customers and address concerns by understanding specific issues in our homes and places through customer insight collected and use this to inform our investment plans, improvements and neighbourhood initiatives
- We will better tailor our repairs service by identifying individual customers' needs working with our call centre team to assess need when requesting a service
- We'll make better use of our homes by improving the information we hold and reducing the removal of existing adaptations.

Accessible, accurate and up to date information

- We'll increase the accuracy of the data we hold so we can make better decisions
- Customers will receive a more seamless service

as we improve how we hold information and develop an integrated asset management system

- Customers will be clear on who is responsible for shared spaces and benefit from more accurate service charging as we map out the information we hold across our geographical areas.

Thinking ahead

- We'll prevent problems occurring for our customers in our homes most at risk of damp and mould and those that have been retrofitted through the use of home sensors
- We'll explore how technology can help us to plan ahead and support customers to both maintain and live independently in their homes.
- We'll develop a five-year investment programme using a 'one touch approach' for homes and places which is shared with our customers
- We'll create safe, accessible, green and welcoming neighbourhoods for customers
- We'll maximise the opportunity to invest in our empty homes, using customer insight to understand specific issues including identifying where we can reduce noise and design out ASB
- We'll reduce our customers having to pay unexpected costs by reviewing our current sinking funds for shared ownership and leaseholder properties and spread costs through a detailed understand of planned works.

How will we get there?

Keeping your home and place, warm, safe, decent and well-maintained

Keeping your home and place, warm, safe, decent and well-maintained

Ensuring zero failure in all safety areas and providing high quality and proactive services to ensure homes and places are kept safe, warm, affordable and decent and promote wellbeing and a sense of community.



Our ambition is to be sector leaders in building safety and for all our customers to feel safe in their homes. This Strategy will be supported by our safety-specific Building Safety Customer Engagement Strategy which sets out how we'll work with customers to support them to influence how we deliver building safety.

We need to go back to basics and make sure that our services are high quality and on time, every time to ensure our homes and places are well-maintained and safe. We'll work closely with our principal contractor and our customers to deliver a high quality repairs service. We're also looking at smarter ways of working and are piloting 'Help Me Fix' which provides customers with a video call initially to help solve a repair.

Our grounds maintenance and cleaning services are also being redesigned in partnership with our customers to improve customer satisfaction and create welcoming neighbourhoods. All customers should feel safe and secure in their home and neighbourhood. We'll identify how we can invest in our homes and places to reduce anti-social behaviour and neighbour disputes, for example installing windows and carpets to minimise noise. As shared spaces around our customers' homes are not always our responsibility, we need to work with our partners including local authorities to maintain our places and prevent stigma.

Increasing communication to our customers and digitising services will form an important part of our approach to keep our customers informed and able to access information readily.

How does this support our customer promises?

- We provide safe, secure, well-maintained and sustainable homes in neighbourhoods and communities you're proud of
- We complete repairs promptly, professionally and to a high standard
- Our charges for services are good value, accurate and affordable
- Give you the freedom to make your "house a home"

Our objectives set out how we will achieve our aims by October 2026 and are summarised below:

Getting the basics right

- Customers will feel that their repairs and maintenance service is much improved and is easy and convenient to use. We'll improve the repairs satisfaction score to 90% by March 2026
- Customers will feel their communal areas are clean and well maintained. Information about this will always be available. We'll improve customer satisfaction with our grounds maintenance service by 5% year on year up to 2026
- We'll plan ahead to fix things before they fail. We'll establish the reactive to planned maintenance ratio and set targets to increase planned maintenance
- We'll deliver a more efficient, value for money service for customers by identifying failing parts in our homes and places. We'll use the information to identify recurring faults and establish the underlying issue, working with our customers and partners
- We'll better understand what our customers value in their homes and consult with customers when we change our specification.

Focus on Building Safety

- Customers and colleagues will have trust and confidence in us and be assured we provide safe and decent homes. We'll strive for 100% compliance with Landlord Health & Safety requirements
- We'll review our blocks that are between 11m and 18m and identify and complete any additional fire safety remediation works
- We'll resolve all damp and mould issues, carrying out remedial works with 100% of damp and mould works completed in our policy timescales
- We'll work towards becoming a Building a Safer Future Champion to demonstrate our commitment to Building Safety

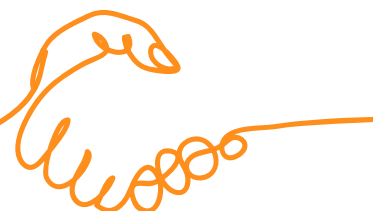
- Customers will have the opportunity to influence how we deliver safety as we develop our Building Safety Customer Engagement Strategy
- We'll reduce non access and ensure we can maintain our customers' homes.

Creating communities together

- We'll co-create a new home and neighbourhood standard with our customers to offer an enhanced standard that delivers choice and lasting benefit to our customers, providing safe, accessible, well-maintained and high-quality homes
- We'll work co-operatively with our customers and partners to improve our customers' experience of using the shared spaces around their homes by understanding what is important to our customers
- We'll make sure our customers are clear on what they're responsible for and our obligations as a landlord
- We'll deliver more for our customers through our suppliers and maximise the opportunities to increase social value delivered through our contracts.

Making a house a home

- To help those that need support to maintain their home and place, we'll explore the option of setting up a subsidised handyman service to provide customers with a qualified and certified tradesperson to complete DIY works
- We want our customers to make their house a home and give them the best possible start. We'll pilot a new lettable standard for general needs relet that provides customers with flooring and redecoration.



How will we get there?

Making your home and place
fit for the future together

Making your home and place fit for the future together

Working with customers to deliver sustainable homes and places that meet needs now, and in the future, and making informed decisions about the future of our homes which delivers value for money and benefits customers.



Reducing the environmental impact of our customers' homes is critical. By retrofitting our customers' homes, we can reduce energy consumption and carbon emissions and improve the efficiency of homes to help our customers save money on energy bills and improve their comfort and health. Improving insulation can also minimise noise and help to reduce anti-social behaviour and neighbour disputes.

Through our flexible and lifetime homes, customers' homes will grow with them and be more easily adapted to suit their changing needs, reducing disruption to customers and giving them greater choice. We understand that needs change and we'll make our customers' homes as adaptable as possible, for example, installing a bath which can easily be removed to accommodate a wet room.

We'll be clear about the decisions we make on our customers' homes and our places together – looking at both the home and surrounding area when making choices on regenerating and disposing. We'll consider whether they continue to represent value for money and make best use of our resources.

How does this support our customer promises?

- Provide safe, secure, well-maintained and sustainable homes in neighbourhoods and communities you're proud of
- Throughout the time you're with us, we'll always support if needed and adjust as best we can
- Give you the freedom to make your "house a home".

What is retrofitting?

Retrofitting is the process of adding new features or technology to an existing building, for example, adding insulation to make a home more energy efficient.

Our objectives set out how we will achieve our aims by October 2026 and are summarised below:

Making best use of our customers' homes and places

- We'll ensure we make the best decisions for our customers homes and places that meet our social purpose. We'll develop our approach and approval process for making decisions on our customers' homes and places, looking at our customers' homes and the surrounding community. We'll implement an appraisal tool to help us make best use of our homes and places
- We'll review our approach to component upgrades and their impact on the energy performance of our homes
- We'll make the design of our homes work better for our current and future customers. We're piloting our first replacement bedsit with the intention to phase out bedsits wherever possible within our homes.

Fit for the Future

- Through Moat and our partners, we'll better support our customers to remain independent in their own homes with access to equipment, adaptations and technology. We'll complete a review of how we install aids and adaptations and the technology offered to support independence in the home and make better use of the adaptations we have
- Our customers will have choices on their kitchens and bathrooms that are tailored to meet their needs. We'll build on our commitment to fully involve customers in kitchens and bathrooms and enable them to request alternatives
- We'll keep our customer connected and build on our commitment to roll out full fibre broadband
- We'll work with our local authority partners to access funding that can enhance our places further and ensure they are fit for the future.

Reducing our environmental impact and delivering on the ambitions set out in our sustainability strategy:

- We'll continue to improve the energy efficiency of our customers homes to provide warm homes and reduce running costs and work towards our net zero ambitions. We'll use our scenario planning tool to develop our plans to deliver EPC C by 2030
- We'll deliver work under the Social Housing Decarbonisation fund to enhance the energy efficiency of some of our least performing homes and reduce running costs for customers
- We'll explore different accreditation and reporting standards for sustainability to help us identify how we can make improvements in how we run Moat
- We'll create a culture across Moat that focuses on minimising our environmental impact with an ambition to achieve SHIFT accreditation.

Right from the start

- We'll use insight and learning from our homes and places to design out issues at development and deliver better homes for our customers factoring in requirements of Building Safety, Decent Homes 2, Future Homes Standard, accessibility and adaptability, and new technology
- We also need to be fit for the future and respond to the external challenges and the changing external landscape. Skills shortages are a continuing challenge across the sector, and we'll develop an apprenticeship programme that helps to build skills and provide opportunity
- We'll also encourage apprentices in our supply chain through our contractors and partners.

How will we know if we've been successful?

Our Corporate Strategy balance scorecard sets out key metrics that we'll measure against to ensure we're delivering our ambition to be a customer pioneer. We monitor these on a monthly basis to review progress and improvements required to deliver our target.

We monitor our progress against sustainability through the Customer and Communities Committee.



This Strategy will directly impact the following measures:

Measures	2023/24 Target	2024/25 Target	2025/26 Target
How satisfied or dissatisfied are customers that Moat provides a home that is well maintained?	85%	90%	95%
How satisfied customers are with the repairs service received over the last 12 months	85%	90%	90%
How satisfied or dissatisfied are customers that Moat provides a home that is safe?	98%	99%	100%
Percentage of homes with EPC Ratings C and above	70%	75%	80%
Compliance with all landlord health and safety requirements	100%	100%	100%

The wider tenant satisfaction measures form a key part of our success. This strategy will influence our measures including satisfaction that we listen to our customers, customer perception on ease of dealing with us and satisfaction that the landlord listens to tenant views and acts upon them. We'll identify where we need to breakdown these measures further to understand issues for particular customers, tenures and other characteristics.

Equality, Diversity and Inclusion

We're committed to being a truly inclusive organisation that enables colleagues and customers to thrive. We'll achieve this through the delivery of this strategy and the other strategies that we'll be developing – in particular the Customer Engagement Strategy and the Equality, Diversity and Inclusion Strategy.



Where will the Strategy be monitored?

Our Director of Property Services is responsible for ensuring the delivery of this strategy. The supporting action plan and progress against this strategy will be reported monthly at our internal Asset Management Group to ensure we meet our commitments. Our monthly business health measures will identify how the progress against this strategy is impacting the metrics in our balance scorecard. A quarterly update will be provided to Customer and Communities Committee and a six-monthly update will be provided to Board on the progress against the key objectives.

How will we update our customers?

As we redefine our approach to scrutiny, we'll work with our customers to understand how they want to be updated, influence our delivery and scrutinise our performance.

We'll update our website to publish this strategy and provide regular updates on our progress including information on our planned investment.

We'll also report on our progress against the balance scorecard and Tenant Satisfaction Measures to our customers through a variety of methods to enable them to hold us to account.

