



## OUR CORPORATE OBJECTIVES

### VISION

To be widely recognised, principally, as a leader in supporting the sustainability and growth of rural and market town communities in Cumbria, by being a highly respected provider and manager of quality affordable housing, delivering brilliant services to all of our customers.

### VALUES

1. To be a brilliant organisation
2. To be customer & community focused
3. To deliver brilliant services
4. To embrace Equality and Diversity
5. To adopt brilliant standards
6. To support the environment by adopting sustainability principles

### KEY OBJECTIVES

1. Developing and delivering brilliant services to meet the needs of all of our customers and communities, with full regard to equality and diversity and customer care.
2. Involving our residents and the communities in which we work in everything we do.
3. Achieving Value for money, efficiencies and demonstrable continuous improvement, for the benefit of all of our residents.
4. Strengthening and growing our business, increasing the stock of houses owned and managed and providing additional services to existing and new customers.
5. Developing brilliant staff, board members and involved residents to achieve our objectives, with full regard to equality and diversity
6. Employing effective asset management to produce 'the right property, in the right place at the right time'

# MAIN ACHIEVEMENTS OVER THE PAST THREE YEARS

## DELIVERING BRILLIANT SERVICES

- The production of a full range of customer influenced service standards
- The identification of key service areas for improvement to achieve the Audit Commission's Key Lines of Enquiry (KLOE) excellent standards. The introduction of improvements to eight key service areas through improvement plans
- Review of Customer Complaints and implementation of a revised procedure to improve its effectiveness
- Production of new Customer Care policy, incorporating our own 'Being Brilliant' code
- Achievement of Centre for Sheltered Housing Studies accreditation
- Implementation of 'Eden Works' in-house team for responsive maintenance
- The completion of an independent customer survey to inform our future service priorities
- Undertaking a Mock Inspection through Housing Quality Network and the implementation of an action plan to address the identified areas for improvement which fall short of 2 star standards
- The development of a customer profile data base
- Commencing work on the review of our Resident Involvement policies and practice, including the creation of a new post of Resident Involvement 'Champion' within the organisation

## GROWING OUR BUSINESS

- The delivery of 140 new and re-modelled homes exceeding our annual target of 50 for 2006/07, with an increased proportion of shared ownership and including non-Housing Corporation funded units
- Obtaining Housing Corporation Funding for 57 additional and re-modelled units in 2008/09
- Retention of Mitre Housing Association contract

- The production of a Growth & Diversification strategy with a plan for delivery of priority projects, eg completed survey of Carlisle Diocese stock
- Assisting Eden District Council's empty homes strategies through private lease to assist the homeless and those with high housing needs

## BRILLIANT PEOPLE

- Eden Housing Association has produced its own Leadership Competency model and, with the support of Sutton Smith, is developing the necessary skills consistently throughout its senior managers
- Completion of two staff surveys and implementation of an action plan to address the main issues raised, with an active role for our Staff Facilitator Team
- The introduction of the 'recruit for attitude' approach to all of our new appointments, with assistance from Sutton Smith
- Investors in People re-accredited
- Implementing the first phase of an organisational review to deliver improved customer services and an enhanced HR function

## EFFICIENCY AND CONTINUOUS IMPROVEMENT

- Retaining 'Four Green Light' status for our services from the Housing Corporation
- Implementation of Clearview performance management system, which is serving to drive and assist our future planning and monitoring process
- Work with Procurement for Housing to effect cost savings in areas such as maintenance materials and printing, involving 16 different suppliers
- Production of Procurement and Value for Money strategies covering all services

## WORKING WITH COMMUNITIES

- Our new successful partnership with Eden Youth Work Partnership, which is serving to strengthen our work with young people
- Receiving national recognition of our tenant and rural community involvement work through exhibitions and workshops at two CIH Annual Conferences
- Active support including funding to the new Brough community play project, and the ones planned for Cliburn and Kirkby Stephen
- Promotion of inter-generational activity at Pategill, Penrith
- Opening a Residents' Resource Centre at Blain House

## EMBRACING EQUALITY AND DIVERSITY

- Customer database established, informed by feedback from Customer Profiling exercise
- Introduction and implementation of mandatory training for staff and members
- The commencement of implementing the National Housing Federation good practice modules into all areas of our activity, eg Governance, Communication, Corporate Culture
- Production of our first Vulnerable Persons policy

## SUPPORTING THE ENVIRONMENT

- Achievement of Silver BEN (Business Environment Network) Award

# MAIN AREAS NOT ACHIEVED

## BRILLIANT SERVICES

- The review of other areas of our work which fall short of KLOE excellent standards
- Implementation of elements of the Brilliant Code to follow on from our Customer Care policy
- Meeting KLOE 'good' standards for Leasehold Management

## GROWING OUR BUSINESS

- Further research into new growth opportunities and diversified activity

## BRILLIANT PEOPLE

- Addressing all of the issues raised in our two staff surveys through agreed action plans
- The production of our first People Strategy informed by the above
- Undertake Board and individual member effectiveness appraisal and implement training and development programme
- No progress on introduction of new ideas for staff reward and recognition

## EMBRACING EQUALITY AND DIVERSITY

- More work to be done on meeting all legal requirements
- Ensuring full compliance with our policies by our contractors and consultants

## KEY OBJECTIVES & GOALS

1 APRIL 2008 – 31 MARCH 2011

	<i>Timescale</i>
<p>1. <i>To develop and deliver brilliant services to meet the needs of all our customers and communities</i></p> <ul style="list-style-type: none"> <li>• <b>To use our customer profiles to tailor services to match diverse needs</b></li> <li>• <b>To ensure that we are providing options for tenure types (through new development, re-model, conversion and adaptation) which meet the diverse needs and aspirations of our customers. To be measured by satisfaction surveys</b></li> <li>• <b>To achieve an organisational two-star status, as a minimum, meeting regulatory requirements and satisfying the Association's business objectives through the successful implementation of the priorities from the Audit Commission KLOE and Mock Inspection plan actions</b></li> <li>• <b>To review existing service standards and produce new ones as required</b></li> <li>• <b>To make full use of ICT solutions to support the provision of the highest quality of service</b></li> <li>• <b>Increasing the number of units with aids and adaptations in order to meet the currently priority defined needs of our older/disabled tenants, residents and applicants, having regard to our financial capability</b></li> <li>• <b>To achieve fair standards by the end of 2008 for our Leasehold Management and good standards measured through self or Audit Commission assessment</b></li> <li>• <b>Pursuing sources of external funding to match our own resources for financing the aids and adaptations programme</b></li> </ul>	<p>April 2008 – March 2011</p> <p>April 2008 – March 2011</p> <p>March 2009 to be validated April 2009</p> <p>Annually</p> <p>April 2008 – March 2011</p> <p>April 2009 – March 2011</p> <p>Dec 2008 - March 2011</p> <p>April 2008 – March 2009</p>

## *Timescale*

- |   |                         |
|---|-------------------------|
| • Increasing the number of purpose designed new homes for rental and low cost sale for older/disabled tenants, residents and applicants   | April 2009 – March 2011 |
| • Extending our extra care housing services through the provision of the Extra Care Housing Scheme in Carlisle  | April 2008 – March 2011 |
| • To ensure that our services, including supported housing provision, are integrated with regional, local and community policies and agendas, eg health, crime, business, social inclusion  | April 2008 – March 2011 |
| • To achieve the milestones and Performance Indicators set out in the Equality and Diversity strategy which relate to our customers and services, by adopting the NHF good practice modules | April 2008 – March 2011 |
| • To develop and enhance our Business Continuity arrangement to ensure our continuing ability to deliver services   | April 2008 – March 2011 |
| • To play an active role in providing accommodation to meet the needs of the homeless, with particular reference to Eden district, eg private lease   | April 2008 – March 2011 |

## *2. Involving our Residents and the Communities in which we work in everything we do*

- |  |                         |
|--|-------------------------|
| • <b>To ensure that Resident Involvement in our policies and practices becomes a primary consideration for staff, in all areas of our work, measured by customer survey/feedback</b> | April 2008 – March 2009 |
| • <b>To implement a range of methods to involve and engage with residents and groups at a local level</b>  | April 2008 – March 2010 |

## *Timescale*

- **To increase the proportion of tenants of all community profiles, that are satisfied with their opportunities to participate, to be measured by future surveys** April 2008 – March 2010
- **To increase the number of effective community partnerships to demonstrate this commitment to resident and community involvement** April 2008 – March 2011
- **To evaluate the benefit of our community development work to the communities we operate in through use of the Eden bespoke evaluation tool for all of our projects** April 2008 – March 2011

### *3. To achieve Value for Money, efficiencies and demonstrable Continuous Improvement, for the benefit of all of our residents*

- **To continue to explore areas for cost savings to contribute towards the delivery of new and improved services** Annual commencing April 2009
- **To measure and manage performance and continuous improvement through the use of the Clearview balanced score card module, reviewed quarterly** Annual – ongoing and implementing this. Commencing April 2009
- **To demonstrate Value for Money from customers' perspective, measured by customer survey** 2009
- **To ensure that financial viability is sustained through our business plan including adequate interest cover, through pro-active management of sources of funding** April 2008 – March 2011
- **To systematically review all of our processes to identify time saving measures in all of our activities. NB : Part of Organisational Review exercise** April 2008 – March 2011
- **Encouraging all teams to look at resource allocation and potential redistribution** April 2008 – March 2011

## Timescale

- Value for Money and Continuous Improvement in our activities to be supported by the development and efficient use of ICT solutions, eg (Arc-House plus) April 2008 – March 2011
- Benchmarking with and learning from good practice of other organisations April 2008 – March 2011

#### *4. To strengthen and grow our business increasing the stock of houses owned and managed and providing additional services to existing and new customers*

- **To develop appropriate and productive partnerships and strategic alliances which serve to complement and support our work** April 2008 – March 2011
- **To increase the stock by a minimum of 200 units over 3 years, through a combination of Government funded and privately financed developments and acquisitions, providing a range of tenure types** April 2008 – March 2011
- To plan for and implement innovative Extra Care Housing Scheme proposal at Carlisle, working in partnership with the local authority, and community groups and a range of agencies. April 2008 – April 2009 start on site  
Completion March 2011
- To seek and appraise the viability of opportunities to improve services to existing customers and diversify our activities April 2008 – March 2011
- To further add to growth in income through productive new activities
- To further enhance our stakeholder perception and reputation, supported by an effective marketing strategy which serves to attract growth opportunities (to be measured by stakeholder survey) April 2008 – March 2010

***5. Developing Brilliant Staff, Board Members and Involved Residents to achieve our objectives (with full regard to Equality & Diversity).***

- |   |                                    |
|---|------------------------------------|
| <ul style="list-style-type: none"> <li>● <b>To develop a new people performance management system for members and staff by June 2008, the effectiveness of which will be measured by performance and satisfaction</b></li> </ul>                | <p>April 2008 –<br/>March 2011</p> |
| <ul style="list-style-type: none"> <li>● <b>To further develop and embed a leadership model for Directors and managers, measured by annual appraisal</b></li> </ul>   | <p>April 2008 –<br/>March 2009</p> |
| <ul style="list-style-type: none"> <li>● To improve our present recruitment, and sustain retention of, quality staff levels further by developing staff and promoting our services and HR practices</li> </ul>                                  | <p>April 2008 –<br/>March 2011</p> |
| <ul style="list-style-type: none"> <li>● To increase the number of employees rating EHA as an employer who positively enables staff development and growth, to be measured by staff surveys</li> </ul>  | <p>April 2008 –<br/>March 2011</p> |
| <ul style="list-style-type: none"> <li>● To maintain and develop our IIP status in order to gain re-accreditation in 2009</li> </ul>  | <p>April 2008 –<br/>Oct 2009</p>   |
| <ul style="list-style-type: none"> <li>● To develop and implement effective methods of internal communication, to be measured by staff survey</li> </ul>  | <p>April 2008 –<br/>March 2011</p> |
| <ul style="list-style-type: none"> <li>● To develop more effective team working and inter-team working, to be measured by staff performance and satisfaction (2009 staff survey)</li> </ul>   | <p>April 2008 –<br/>March 2011</p> |
| <ul style="list-style-type: none"> <li>● To develop and implement effective methods of training and supporting our members, based on effectiveness appraisal</li> </ul>   | <p>April 2008 –<br/>March 2011</p> |
| <ul style="list-style-type: none"> <li>● To ensure that we are an open and inclusive organisation and to evidence Equality and Diversity as a key feature of all aspects of how our staff operate, at all levels of the organisation</li> </ul> | <p>April 2008 –<br/>March 2011</p> |

## Timescale

- To offer opportunities for development and training to involved residents, the effectiveness of which would be partly measured in our community evaluation tool

April 2008 –  
March 2011

### 6. *Employing Effective Asset Management to produce 'the right property in the right place at the right time'*

- **To sustain and grow an effective property maintenance and improvement plan which achieves increased tenant satisfaction and meets our performance indicator targets, to be measured by the 2009 and subsequent customer surveys**
- **To meet all of the revised targets set out in the Asset Management Strategy including the continuous reduction of our bedsit stock**
- **To achieve Decent Homes Standard on all of our properties by 2010, in order to meet the needs and aspirations of our tenants**
- To adopt a range of environmentally aware techniques in our property improvements and developments, including developing and **implementing an effective Affordable Warmth Strategy** which will show an increase in SAP ratings
- Making better use of our stock by encouraging transfers from existing homes to more suitable accommodation
- To implement regular Estate Management inspections and reviews involving our tenants/residents
- To review the use of our landholdings involving tenants and residents

October 2009

April 2008 –  
March 2011

April 2008 –  
Mar 2010

April 2008 –  
Mar 2011

April 2008 –  
Mar 2011

Annual,  
commencing  
Sept 2008

April 2008 –  
March 2011