



OWNING OUR FUTURE

**EHA Corporate Plan
April 2018 – March 2021**

Key: A-D = Goals 1-10 = Strategic Objectives Text = Why & What? a) – n) = Measures of success at the end of March 2021

Strategies = strategies in place/to be developed to deliver corporate plan



CORE MISSION: To be a good, trusted social landlord and employer with a strong sense of place

A Good Social Landlord

PROVIDING GOOD, SAFE, AFFORDABLE ACCOMMODATION AND SUPPORT. ACHIEVING TENANCY SUSTAINABILITY, INDEPENDENCE AND CHOICE WITHIN A SECURE FUTURE

B Providing Value

SEEKING TO ENSURE INCOME, ASSETS AND RESOURCES AT OUR DISPOSAL ARE EFFECTIVELY UTILISED TO ACHIEVE GOOD OUTCOMES

C Rooted in Rural Eden & Cumbria

RESPECTED HOUSING EXPERT IN OUR RURAL HEARTLAND AND NEIGHBOURHOODS. CHAMPIONING 'LOCAL'

D Trusted Employer

RECOGNISED AS A GOOD AND FAIR EMPLOYER, WITH HIGH CALIBRE LEADERSHIP THAT ATTRACTS THE BEST AROUND AND DEVELOPS TALENT

VALUES: TIC CODE Teamwork, Integrity, Customer Focus, Continuous Improvement, Openness, Dynamism, Enjoyment

KEY CHARACTERISTICS:

Good social landlord

Providing:

- Long-term security of tenure
- Homes to a minimum of Decent Homes Standard
- The right type of accommodation in sustainable locations
- An effective repairs service
- Housing options guidance
- Tenant support to maintain tenancies, independence and choice
- Evidence-led, sound tenancy management
- New developments, to meet demand

Demonstrating:

- Excellent governance
- Long-term viability
- Regulatory compliance
- Accomplished and accountable performance
- Effective cost management

Rooted in Rural Eden & Cumbria

Investing:

- In understanding our patch
- In strategic and ground-level relationships, achieving more together
- In looking 'local first' to support the economy of Cumbria
- In 'championing' rural

Providing Value

Evidencing:

- Transparency of investment decisions and results
- Focus weighted towards medium and long-term outcomes
- Intelligence use of targets and measures
- Opportunities for learning and innovation



Trusted Employer

Practicing:

- Positive, high quality leadership
- Competitive Terms and Conditions
- Strong and effective staff engagement
- Training & developing passionate employees
- Succession planning

A GOOD SOCIAL LANDLORD

1. Building and investing in the right homes in the right places
 - *To protect the value in our assets and evidence understanding of real demand*
 - a) *Secure funding and deliver programme of an average of 20 new homes annually from 2020.*
 - b) *No properties rated less energy efficient than 'Band D' where economically viable to do so. (340 properties rated below D at April 2018).*
2. Improving influence and choice for tenants and customers
 - *Leading to tenants becoming our ambassadors/advocates*
 - c) *9 out of 10 tenants stating they would recommend us to family / friends in our regular STAR survey.*
3. Increase our digital self-service offer
 - *Making it easier for customers*
 - d) *Fully interactive website providing customers with opportunity to report repairs, view rent statements, pay rent, and engage in 'live' chat*
4. Underpin tenancy sustainment
 - *Providing residents with stability and security*
 - e) *4 out of 5 tenants in our regular STAR survey state that the long-term security of tenure EHA offers provides peace of mind.*

A GOOD SOCIAL LANDLORD



5. Support, improve and strengthen the good governance of our business
 - *Protecting our reputation and exercising responsible control of our destiny*
 - f) *Grading of at least G1/ V2 from the Regulator for Social Housing.*



B PROVIDING VALUE

6. Reduce our cost base
 - *To strengthen long-term viability*
 - g) Consistently achieve an Operating Margin (Social Housing lettings) of at least 33.3%*

7. Explore and develop partnerships
 - *To innovate and increase capacity*
 - h) A new procurement strategy in operation*
 - i) A sustainable growth strategy in place*

C ROOTED IN RURAL EDEN & CUMBRIA



8. Develop and strengthen our neighbourhood approach

- *To evidence our 'local' identity and expertise*

j) 4 out of 5 tenants confirming in our regular STAR survey that EHA is committed to supporting the neighbourhood in which they live.

D TRUSTED EMPLOYER



9. Foster teamwork and commitment
 - *So our 'one team' delivers more than the sum of its parts*
 - k) Absorb inflationary rises over the life of this plan and reduce our Management Cost Per Unit to £1.20k (£1.27k 2016/17).
 - l) Increase in percentage of staff feeling that EHA adopts a 'one-team' approach – Base level Staff Survey Dec 2017 = Total of 62% either strongly or somewhat agree

10. Promote personal and skills development and leadership
 - *To grow our future potential and succession planning*
 - m) Increase in staff feeling there is opportunity for professional growth at EHA – Base level Staff Survey Dec 2017 = Total of 76% either strongly or somewhat agree
 - n) An active personal development plan in place for all staff and Members



STRATEGIES

- Customer – November 2018
- Value for Money – Jan 2018
- Asset Management – Nov 2017
- Development – Sept 2017
- People and Organisational Development – Nov 2018
- ICT – May 2017
- Treasury management – May 2018
- Risk management – July 2018
- Procurement – Sept 2018
- Growth – March 2019
- Marketing and PR – May 2018

KEY: Green = Approved by Board Red = To be developed (by date)