



# SUCCEEDING TOGETHER

## Eden Housing Association's Corporate Plan April 2021 – March 2024

**Key: A-D = 3 Year priorities    1-14 = Strategic Objectives    a) – z) = Measures of success**

*Strategies & Projects = thinking, planning and execution of work required to deliver strategic objectives*

# OUR CORE MISSION:

To be an outstanding, community rooted landlord and employer shaped by our tenants

Provide good value, affordable housing and support solutions

The growth of people, our neighbourhoods and local economy at heart

See and embrace difference whilst building inclusivity



## OUR VISION:



**For tenants** – By listening to and engaging with customers we will ensure our services are tailored, efficient and effective, that investment decisions reflect customer priorities and that our support is targeted on individuals and communities that need it most.

**For employees** – Provide meaningful employment, recruiting and retaining individuals who share our values and exude passion for our mission. Train, develop and equip staff to unlock potential, deliver outstanding service and make independent future career and life choices.

**For our Association** – ensure we are well governed, led and high-performing. Manage operations efficiently. Seek out and constructively exploit effective collaborations to help deliver our mission.

## OUR USP:

Local leadership accountability and staff presence

Close contact and communication with our tenants

Small and agile organisation

Rural housing enablers and experts in our neighbourhood

Local lettings policies designed and approved by our communities

Provide long-term security of tenure

Developing people and unlocking potential



# OUR TIC CODE VALUES:



**Teamwork** - we will work in a way that the whole delivers more than the sum of our parts

**Integrity** - we will work within the law, our rules and regulation

**Customer Focus** - we will involve and engage customers and be open to scrutiny by them

**Continuous Improvement** - we will seek to learn from every opportunity

**Openness** - we will embrace diversity and promote fair treatment

**Dynamism** - we will be energetic and flexible in working to achieve our objectives

**Enjoyment** - we will seek to make what we do memorable and enjoyable

# OUR 3 YEAR PRIORITIES:



## **A**      Tenant Voice & Influence

Direction of travel:

Engaging with, listening to and placing tenants at the heart of our work and decision making. Working together on our future.

## **C**      Value in collaboration

Direction of travel:

Form relationships that brings about more for our tenants, local communities and our place.  
Seek out opportunities to access knowledge and expertise that accelerates our learning.

## **B**      Investment in assets

Direction of travel:

Evidence based decision making ensuring we invest in the right stock (including new development) in the right places. Life cycles a trigger for inspection, not for spend. Prioritise spend which keeps people safe and improves affordability for tenants. Grow insight into pathway to carbon zero and formulate future ambition.

## **D**      Outstanding organisation

Direction of travel:

Maximise benefit from limited financial resources.  
Build resilience post-pandemic, embrace and embed agile working, adopt new NHF Code of Governance and maintain the highest regulatory grading for governance.  
Strengthen viability and pinpoint optimum time to refinance.  
Motivate and invest in our staff to deliver results!

# A TENANT VOICE AND INFLUENCE



1. Improve how we engage with tenants, measure and pinpoint the resulting changes
  - a) *Increased diversity of involvement and number of tenants pleased with our listening and subsequent actions.*
2. Evidence and transparently communicate on the safety of our homes
  - b) *Improved open communication of statutory compliance and performance second to none.*
3. Increase the number of reported repairs requiring only one visit to resolve
  - c) *Design measurement and uncompromisingly track and improve performance over time.*
4. Support tenants to sustain their tenancies
  - d) *Target support for those struggling to pay their rent and manage their tenancy*
  - e) *Work closely with other agencies such as Cumbria Law Centre, Social Services and the Community Mental Health Team to ensure tenants have access to appropriate support and advice*
5. Provide timely communication on forward maintenance and improvement programmes
  - e) *Routine communication and delivery against forward programmes, 12 months in advance.*

## B INVESTMENT IN ASSETS



6. Segment stock for future investment needs accounting for emerging environmental legislation and policy
  - f) *Viable Financial Business Plan and 'in real time' asset investment / stock condition projections.*
  - g) *Delivery of investment programmes with long-term in mind – improved SAP ratings.*
7. Grow a new affordable development / acquisitions pipeline to meet future demand
  - h) *Deliver 30 additional units over the 3 year life of the plan*
  - i) *Showcase library of new schemes we are proud of.*



## C VALUE IN COLLABORATION



8. Create partnerships to achieve meaningful growth and results
  - j) Leveraged our charitable status*
  - k) Increased turnover from managing agent & other contracts.*
  - l) Positive stakeholder perception survey results.*
  - m) Evidenced service improvement.*
  - n) Joint ventures that create new opportunities / better value.*
  - o) More creative and diverse.*
9. Benchmark our performance and learn from the best
  - p) Regulator for Social Housing Global accounts. VFM metrics.*
  - q) Investigate joining HouseMark the sector wide benchmarking club*

## D OUTSTANDING ORGANISATION



10. Build a more resilient and dynamic EHA
  - p) agile working / digital improvement opportunities embedded.*
  - q) sustained staff wellbeing.*
  - r) Plan and execute optimum refinancing facility.*
11. Push forward on outstanding governance and leadership
  - s) adoption of NHF 2020 code and nothing less than regulatory judgement of G1.*
  - t) motivated and engaged staff.*
12. Improve productivity and efficient practices
  - u) Improved KPIs.*
  - v) Strengthened viability.*
13. Provide outstanding service and support
  - w) clear and transparent service standards.*
  - x) segmented delivery tailored to needs.*
  - y) complaints and compliments.*
14. Communicate our outstanding story
  - z) positive local coverage.*