

The background of the cover is a photograph of a residential street, overlaid with a semi-transparent green filter. The image shows a row of white, two-story houses with dark roofs and chimneys. A paved road curves through the scene, and a large, leafy bush is in the foreground. In the distance, rolling hills or mountains are visible under a cloudy sky.

Strategy for Eden Housing Association 2024 – 2028

OUR VISION

To be a leading not-for-profit housing association, providing places where tenants can live safely and well in good homes across rural Cumbria.

OUR MISSION

To be a high performing, community rooted landlord and employer, shaped by our tenants and trusted by our partners.

To be an efficient, agile housing association empowering colleagues to deliver a personalised and local service.

To see and embrace difference whilst building inclusivity.



OUR VALUES



- **T** - EHA colleagues & partners work as one team to deliver for tenants in a trusting & supportive environment
- **I** - Colleagues take responsibility, keep promises and do the right thing
- **C** - We aim to get it right first time and treat tenants with respect
- **L** ✓ - We value all feedback especially from our tenants so that we can celebrate the good things and learn from and improve when we have not got it quite right

STRATEGIC PRIORITIES

We have three simple strategic priorities. The first relates to our Homes, the second to our Tenants and third the Organisation.

1

GOOD QUALITY, SAFE AND AFFORDABLE HOMES

The priority for our tenants is to invest and improve existing homes and we will do this by:

- Improving and increasing the energy efficiency of homes
- Providing well maintained homes with an improving repairs service
- Working closely within our local communities to offer safe and attractive homes in places where tenants want to live
- Using technology to improve the data and reporting on the performance of our homes
- Developing new homes for social rent in rural areas in need of more affordable housing

2

TENANT VOICE AND INFLUENCE

To support our tenants and improve services we will:

- Continually strive to improve insight from how we listen to and understand all our tenants' views. Services will be co-created and shaped by tenants.
- Communicate clearly and build trust to improve tenant satisfaction
- Use technology to improve the data and reporting on the performance of our tenants' services
- Work in partnerships within the community to offer wider support for our tenants' well-being
- Embrace complaints and service failures as opportunities to shape improvement in services
- Embrace inclusivity and recognise difference to offer a more personalised service based on each tenants' needs and circumstance
- Provide financial support to tenants and engage partner organisations in the community to give support during more challenging times



3

HIGH PERFORMING AND RESILIENT ORGANISATION

To deliver our ambitions to tenants and your homes we need a resilient high performing business. To achieve this our objectives are:

- Creating a culture where colleagues are empowered to make decisions and deliver excellent outcomes for tenants
- Investing in technology and adapting to change to drive smarter ways of working
- Making responsible and prudent financial decisions that increase long-term viability
- Strengthening our contractor relationships and delivering with a one team ethos
- Being environmentally responsible and reducing the carbon emissions within the organisation
- Improving our communication and keeping tenants informed to drive a positive relationship with our tenants
- Embracing diversity and offering an inclusive and positive working environment



OBJECTIVES AND MEASURES

We will re-visit the Strategy each year with Board and review the Mission, Vision and Values to ensure they remain relevant. At that time, we will update the actions and measures below annually to reflect the annual targets for the year ahead and align this with budgets and resources.

Strategic Priority	Objectives	KPIs
More safe, affordable and secure homes	Improve the repairs service	% of homes EPC C or above % Repairs satisfaction % Neighbourhood satisfaction Landlord Safety Compliance
	Maintain safe homes	
	Improve estate services	
	Improve energy efficiency of homes	
	Net growth in total number of affordable homes	
Tenant voice and influence	Improve communication and keep tenants informed	% of Complaint satisfaction % of Tenant satisfaction % of complete EDI and household composition data held Tenants survey on treating fairly and with respect
	Improve the information we hold on our tenants to better understand your individual needs and wellbeing	
	Improve services by co-creating with tenants	
	Deal with complaints effectively and learn from root cause issues	
Resilient organisation	Invest in our people to build performance	% of Colleague Turnover/Retention Regulatory Value for Money Measures % of complete EDI data held
	Build financial capacity	
	Invest in technology to improve our efficiency and value for money	
	Embrace being a diverse and Inclusive employer and organisation	

OPERATIONAL DELIVERY MODEL FOR IMPROVEMENT

DRIVING CHANGE - It's the way we work

We'll develop a Colleague Engagement and People Strategy, using our size as an advantage!

BOARD AND EXECUTIVE TEAM

A trained Change Team supporting SMEs working to the agreed Vision and Strategy.

Bite-sized chunks

Led by the Subject Matter Experts

Supported by the Eden Housing

Association Change Team

Reporting to the Executive Team and Board

- Identifying "AS IS" processes - positive and negative
- A joint vision for new "TO BE" processes
- Tenant focused
- Data-led decision making
- Approved action plan to deliver within three months

IDEAS &
PROPOSALS

LEADERSHIP
& DIRECTION

TENANTS, MANAGERS AND COLLEAGUES

PRIORITISED AREAS SELECTED FOR IMPROVEMENT IN 2026/27

Anti-Social Behaviour and Aids & Adaptations



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