

Corporate Plan 2009-2012

Summary

Our Mission, Vision and Values

Our MISSION is to:

- raise the quality of life of local residents in housing need, especially from marginalised groups (including the Bangladeshi and Somali communities), by providing high quality affordable housing and excellent services;
- champion the building of mixed and sustainable communities in east London;
- challenge inequality, injustice and poverty in housing provision in east London.

Our VISION is to:

- provide excellent services (housing and non-housing) to all our residents and prospective residents;
- provide excellent housing and services to our vulnerable residents, especially those who may live in sheltered and supported housing schemes;
- provide services which are culturally relevant to all local communities, aiming for integration and cohesion;
- provide affordable home ownership opportunities for people on below-average incomes;
- be an acknowledged expert in building and sustaining social cohesion and integrating diverse communities;
- campaign for those in greatest housing need, especially where the need is unrecognised or emerging;
- raise the aspirations and life experiences/chances of all our residents and empower them, so that they can fulfil their potential; and
- contribute to the wider regeneration of east London.

OUR VALUES are to:

- put the needs of communities and our residents first;
- listen carefully and engage with residents and the communities we serve;
- be responsive to new and emerging housing needs;
- treat people with respect and promote neighbourliness;
- value and rejoice in diversity;
- be forward looking, flexible and ambitious on behalf of those we serve;
- take decisions on the basis of research and evidence;
- be honest and fair, open and accountable, in all our transactions;
- work effectively in partnership with other agencies, including our local authority partners; and
- seek to improve from year to year.

Our priorities for the coming year

1 Neighbourhoods (sustainable communities)

We want to work in partnership with other organisations in east London to build neighbourhoods that live well together for the foreseeable future.

What we plan to do in 2009/10

- To deliver the 'More than just a landlord' strategy 2009-11 by March 2011.
- To identify opportunities for growth.
- To put the corporate planning process into operation.

How we will measure our success

- Increase resident satisfaction.
- Increase the number of homes in management.
- Implement community development projects successfully.

2 Improving services

We want to develop and deliver excellent services to residents, other service users and the community.

What we plan to do in 2009/10

- To 'get the basics right' and meet our published service standards.
- To produce outcomes that residents can measure.
- To aim to improve continuously.
- To deliver the Supported Housing Strategy for 2009-2011, by March 2011.
- To deliver the "Vision for Sheltered Housing" recommendations by March 2010.

How we will measure our success

- Increase resident satisfaction.
- Retain Charter Mark.
- Achieve CSHS accreditation for sheltered housing.
- Deliver a two-star service by March 2010.
- Demonstrate improvement in performance.

3 Developing our people

We want to attract, motivate, develop and retain highly skilled and valued staff and board members.

What we plan to do in 2009/10

- To increase the Board's effectiveness.
- To provide effective leadership.
- To support our staff to enable them to deliver their best performance.
- To meet the diverse needs of our residents, staff, board members and partners.

How we will measure our success

- Achieve diversity targets.
- Improve staff satisfaction.

4 Maintaining our homes

We want to develop high quality homes which reflect the needs and aspirations of the local community.

What we plan to do in 2009/10

- To update and deliver the Asset Management Strategy.
- To deliver a programme of 100 new homes per year.
- To provide a responsive repairs and maintenance service, that gives value-for-money.
- To deliver the Affordable Warmth Strategy 2009–2011.

How we will measure our success

- Reduce the number of our homes that fail the Decent Homes Standard.
- Increase resident satisfaction with the quality of their homes.
- Deliver 100 new homes.

5 Improving our performance

We want to encourage innovation and continue to improve our IT system to deliver more efficient and effective services.

What we plan to do in 2009/10

- To implement new IT systems, as defined in the IT Strategy of 2008-2010.

How we will measure our success

- Improvement in service delivery.
- Increase resident satisfaction in all front line services.

6 Financial strength

We want to improve our financial position through effective business planning.

What we plan to do in 2009/10

- To achieve value-for-money across all our services.
- To maintain the financial strength of the organisation.
- To achieve the internal audit plan.

How we will measure our success

- Improve procurement practices.
- Effective internal procedures.
- Achieve budget and value-for-money targets.
- Retain 'green light' or equivalent for financial viability.