

Corporate Plan 2010-2013 Aims and Objectives 2011/12



Describing
the shared purpose
and values of the
board, Tenants' Forum
and staff

Outlining
the direction of Soha's
work

Providing
the framework to
enable the senior
team to lead Soha,
whilst remaining
accountable to the
Board and other key
stakeholders

All objectives are to be completed by the end of March 2013, unless otherwise stated.

Soha Housing is a financially healthy organisation. However, in the current uncertain economic climate, it must maximise its general health in the short term in order to remain viable and to deliver the aims in the Corporate Plan now and in the future.

There is, therefore, an over-riding objective to take decisions that are in the best interests of Soha economically.

Economic conditions may change during the year and Soha must take a prudent approach to spending money in line with the risks identified at a particular time. If necessary, this approach will take precedence over some or all of the other objectives outlined in this document.

*Soha received the highest
Annual Viability Report rating from the
TSA for the third year running*

aiming to be excellent at providing and managing affordable homes and services in communities where people want to live

1 - We aim to have highly satisfied customers

3 year measures - We will judge our success in achieving this aim over the 3 years by:

- Having high overall satisfaction with the landlord (top 25%)
- Having high customer satisfaction with repairs (top 25%)
- Having high customer satisfaction that our services meet individual needs and develop with tenants a benchmark measure

3 year objectives (medium term) - We will, specifically, do the following to achieve this:

- Embed consistently excellent customer services demonstrated by achieving kitemark recognition
- Improve Soha's visibility through a rolling programme of activities that get staff and contractors out and about (*door knocks, tenancy audits, repairs, benefits surgeries etc*)
- To increase the choice available to tenants throughout our services
- Use customer profiling information to design and deliver housing services that meet tenants' needs

1 year objectives - This year, we will do the following as a first stage in achieving our aim:

- Use data capture information and feedback from the CSE accreditation to deliver two ways of individualising services
- Carry out surveys of small representative groups (e.g. BME, home owners, supported housing tenants) and use results to develop and deliver actions to improve satisfaction
- Carry out a tenancy audit on older tenants from a risk based approach to address their needs
- Carry out a Major Service Review into tenants' choice
- Deliver Soha's 'local offers'

2 - We aim to empower and maximise the involvement of residents to make a difference

3 year measures - We will judge our success in achieving this aim over the 3 years by:

- Having high tenant satisfaction that we take their views into account (top 25%)
- Develop with our residents measures to assess the power/influence our involved tenants have
- To be recognised as one of the leading associations in involving and empowering residents (as evidenced by inspection reports or peer review)
- Have good local standards and comply with them

3 year objectives (medium term) - We will, specifically, do the following to achieve this:

- Continue to develop innovative ways that involve residents effectively
- Deliver tenant-led self regulation
- Have a resident involvement structure which is representative of our customer profile

1 year objectives – This year we aim to empower and maximise involvement of residents to make a difference

- Deliver a co-regulation model that our residents feel is successful and that builds our reputation as a leader in Resident Involvement
- Have representative RI across the full range of involvement activities
- Develop how RI helps improve services by better alignment of involvement activities (e.g. surveys, mystery shops, staff objectives) with corporate priorities
- Continue to promote excellence and innovation in RI by working with other 3 star organisations

3 - We aim to provide and maintain quality sustainable homes & communities

3 year measures - We will judge our success in achieving this aim over the 3 years by:

- Having improved customer satisfaction with the quality of their home (top 50%)
- Having high customer satisfaction with the neighbourhood (top 25%)
- Reducing the average CO₂ emissions per property to 2.61 tonnes per year (an average reduction in CO₂ emission of 5% per property)
- Building or acquiring 360 homes

3 year objectives (medium term) - We will, specifically, do the following to achieve this:

- Improve estates to be safe, clean and green by delivering Community Action Plans
- Improve community cohesion through a consistent approach to tackling Anti-Social Behaviour throughout our area, working in partnership with local authorities and the police
- Help meet the accommodation needs of older residents by delivering the Older Persons' Housing Strategy
- Deliver the Environmental Action Plan

1 year objectives – This year we aim to provide and maintain quality sustainable homes and communities

- Building upon our Community Action Plans (CAPS), roll out our 'Safer, Cleaner, Greener' approach to managing estates and neighbourhoods, exploring with residents and delivering a range of actions including:
 - * Our first neighbourhood agreement;
 - * Our first local lettings plan; and
 - * 2 new community gardens
- Provide a greater choice of quality housing for older people by:
 - * Establishing our first 2 Extra Care Schemes; and
 - * Remodelling existing sheltered accommodation
- Build / acquire 150 homes
- Set a target and deliver PV panels through the feed-in tariff scheme
- Validate our understanding of what drives tenants' satisfaction with the quality of their home and review whether our investment is focused appropriately

4 - To be an excellent organisation to work for

3 year measures - We will judge our success in achieving this aim over the 3 years by:

- Re-accreditation for the Investors in People standard achieving the silver rating
- Continuing to have at least 90% of staff who are proud to work for the organisation

3 year objectives (medium term) - We will, specifically, do the following to achieve this:

- Carry out an equalities review of Soha's recruitment and employment practices
- Develop a menu of benefit options for staff

1 year objectives – This year we aim to be an excellent organisation to work for

- Deliver the HR strategy including:
 - * Achieve IIP silver
 - * Establish a menu of benefit options for staff
 - * Carry out an equalities review of pay and conditions
- Use the results from the staff survey to improve our excellence from their point of view
- Review and quality assure Soha's recruitment process from an Equalities and Diversity perspective.

5 - We aim to have effective and efficient management

3 year measures - We will judge our success in achieving this aim over the 3 years by:

- Maintaining financial stability as shown by achieving top AVR rating
- Maintaining excellent Value for Money (as evidenced by Inspection reports or Housemark benchmarking)
- To achieve excellent (top 25%) KPIs in rent arrears, void turnaround and tenant satisfaction with repairs and maintenance

3 year objectives (medium term) - We will, specifically, do the following to achieve this:

- Involve tenants in the budget process to prioritise resources effectively
- Develop effective and efficient systems to deliver high performance, including quality assurance and process mapping
- Continue to have a Value for Money culture through a range of initiatives

1 year objectives – This year we aim to have effective and efficient management

- Help staff understand the business case for Diversity across our services and how this can be delivered effectively by developing a Single Equalities Scheme in place of Soha's current equalities schemes.
- Develop an approach to maintaining, achieving and measuring excellence in the light of the new regulatory environment
- Deliver the IT strategy, including:
 - * Review and improve 3 elements of Soha's website: services provided online, the front flash page and the ease of access and clarity of information, then encouraging residents to use the website for service and information where appropriate;
 - * Continue to improve the use and functionality of the HCRM system
 - * Deliver mobile working for staff to help them work more effectively
- Achieve KPIs in top 25% nationally for:
 - * Rent arrears
 - * Void turnaround times
- Develop, implement and communicate the necessary processes and procedures to implement Government requirements around Affordable Rents and fixed term tenancies.

Our purpose is:

To be excellent at providing and managing affordable homes and services in communities where people want to live.

Our vision is to be :

- One of the best local Housing Associations in the country
- An Association where there is a genuine belief and commitment to working with residents to drive service improvement and improve their lives and the community.

Our values describe the way we work and our beliefs.

These are:

- To be customer-focused first
- To recognise and respect people's needs and aspirations
- To provide fair access and choice
- To be effective, imaginative and professional



We **plan** what we are going to do, we take actions to **do** the things we have planned and then we **review** what we have done.

(SIP = Service Improvement Plan)