



HIGH PEAK COMMUNITY HOUSING

Business Plan 2009 – 2014



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This business plan sets out the direction and vision for High Peak Community Housing over the next five years. Since completion of the Decent Homes Programme in 2007, we will strive to maintain decency in our homes but look beyond that to seek out new business opportunities and empower our tenants and customers to work in partnership with us to improve the communities in which they live. To that end, our Board and management team set our vision as:

BETTER HOMES, BETTER COMMUNITIES, BETTER LIVES

Our Business Plan for 2009-2014 focuses on four main themes to ensure we can deliver homes, neighbourhoods and sustainable communities to be proud of:

- Access to affordable and decent homes
- Vibrant and prosperous neighbourhoods and communities
- Tenants and Customers at the Heart of Everything we do
- Be an Excellent and Expanding Company

They reflect and build upon our progress and achievements to further developing our decent neighbourhoods and delivering sustainable communities in partnership with the key stakeholders in those communities - especially the people - who live there. We will work with them to identify local priorities for action and empower them to take a lead in delivering effective solutions.

We willingly embrace the new challenges and opportunities currently being set by National Government to keep tenants at the heart of everything and to work in partnership to deliver more affordable housing in the future. Our tenants are actively taking part in the 'National Conversation' with the Tenant Services Authority during the early part of 2009, and feedback from this will also inform our plans moving forward. However, this plan also ensures that we do not lose sight of the need for our properties to remain Decent – and we will focus on a robust asset management strategy that ensures that everyone has a properly maintained home to be proud of.

“One size does not fit all” and we will develop local solutions and action plans for each of our neighbourhoods. Building on the work we have already undertaken to move tenants from being involved to being truly empowered. We will work to ensure that they are able to strongly influence the decisions made at the highest level in this organisation – decisions that directly affect them, the services they receive and their quality of life.

We will emphasise the importance of choice in creating sustainable communities. The launch of our sub-regional choice based lettings scheme in 2007 saw us move away from our 'gatekeeper' role to one of facilitating customers taking informed decisions about where they would like to live. This extends to focusing on providing people with 'options' when they are faced with homelessness and ensuring that wherever possible we help to prevent them becoming homeless through the help, advice and mediation services provided. We were awarded 'Trailblazers' funds in 2008 to work across the sub-regional partnership to further enhance the services and choice available to our customers.

Our aim will be to maximise our limited resources by becoming even more efficient and effective. We cannot achieve this unless we have a strong partnership with our team of talented and very dedicated staff. Building on the strong team at High Peak we will achieve even more outstanding results for our customers and key stakeholders.

We recognise the challenges that these economically turbulent times bring us with increased pressure on our waiting list, Homelessness Prevention service and our arrears. However, we also recognise the opportunities as well. We are well-placed to assist in meeting the demand for more

affordable housing through our close partnership with High Peak Borough Council and our pre-qualification as a preferred development partners with the Homes & Communities Agency. Our ambition to be one of the top performing Arms Length Management Organisation will ensure that we will continue to stretch ourselves by setting challenging, aspirational but realistic targets.

Continuous Improvement remains a constant theme throughout but it is now matched with an increased sense of urgency to reflect the need to ensure that our 'rate of travel' speeds up to keep up and move ahead in the rapidly changing world in which we operate. This is vital if we are to become and remain a truly excellent organisation.

We recognise the need to ensure that we have a strong, viable and effective company to take us forward into the future and we will build on our reputation for being flexible and innovative.

Our plan recognises that we cannot deliver all of this in isolation. The key to our success will be to build on the strong partnerships that we have with the other key stakeholders in our communities. We recognise the importance of our key partnership with our sole shareholder High Peak Borough Council and aims to build upon the number of successful partnership initiatives that we are involved in. One of the key new joint initiatives will be our partnership work with them to deliver more affordable housing across the High Peak.

Last but not least it emphasises the importance of strong leadership to drive us through this challenging and exciting period in the life of the company and to make High Peak Community Housing renowned as an excellent organisation proud of it's workings within the local communities and beyond.

Sharon McCambridge
Chief Executive

High Peak Community Housing Ltd (HPCH) was launched on 1st March 2004 as an Arms Length Management Organisation to manage over 4,200 homes on behalf of High Peak Borough Council (HPBC) and to unleash an extra £9.5 million of additional investment to ensure all council properties achieve the decent homes standard by 2008. We are pleased that we achieved our challenging target to reach the Decent Homes Standard by the end of 2007– this is ahead of our own local target and also two years ahead of the national target.

Customers are the key drivers of HPCH and they continue to be at the heart of everything we do. This is reflected in our Board of Management, which is made up of 5 tenants, 5 borough councillors and 5 independent members. Their role is to ensure that we remain focused and responsive to the needs of the people and communities we serve whilst setting the strategic direction for the company in the future.

We are working in partnership with the council and other key stakeholders to ensure that we can deliver effective solutions and improvements in the communities in which we work. At the same time we will continue to focus on our core business of providing excellent services to all our customers. To this end we have set ourselves a number of challenging but realistic targets to ensure that we deliver in all of our key business areas.

One of key aims is to ensure that we put our customers first and they have been key partners in the development of this business plan, sharing their ideas to ensure that this plan reflects their needs and aspirations, together with the Corporate objectives of our only shareholder, High Peak Borough Council.

Profile of the Borough of High Peak

The High Peak is one of the most attractive areas in the country. It is situated within the Peak District at the north-western tip of Derbyshire and the East Midlands region. Its stunning Dark Peak and White Peak landscapes and its distinctive townscapes, together with its close proximity to Manchester and Sheffield, make it a highly popular visitor destination and a sought after place in which to live. Two thirds of the High Peak lies within the Peak District National Park. However, 93% of the population live outside the Park, mainly along the western fringes of the Borough in the communities of Glossopdale (32,500), New Mills (9,500), Chapel-en-le-Frith (8,800), Whaley Bridge (6,200), Buxton (21,500) and in a number of smaller villages. Pressures to increase the supply of housing and to secure a better balance of local jobs and housing can conflict with the need to protect the sensitive environment. Compared with many areas deprivation is not high but there are pockets of significant deprivation such as Gamesley, Stone Bench and New Mills East wards. There are concerns around health & life expectancy in these areas, and these communities have been the targets of specific regeneration programmes. HPCH continues to work within these deprived areas in partnership with High Peak Borough Council. Unique to the High Peak is its position surrounded by five counties (Cheshire, Staffordshire, South Yorkshire, West Yorkshire and Greater Manchester) and within a sixth – Derbyshire itself. For Government purposes, the High Peak lies within the East Midlands, whilst having links with Greater Manchester, Yorkshire and West Midlands Regions.

The population is 90,600 (1.3% ethnic minorities) and is projected to rise to 96,000 by 2010. We have 39,171 households in the Borough. Some 77.1% of households own their own property, higher than the figure for England (68.7%). We have a relatively healthy and well-educated population. Crime rates in the High Peak are low, although fear of crime is on the increase. Affordable housing, particularly for young people, is also an increasing concern and is something we are attempting to address in partnership with High Peak Borough Council. There is also an issue in the area with a rising elderly population, and our strategic priorities must acknowledge these concerns and ways of combating potential future problems.

Our Properties

We currently manage 4099 properties. This includes 315 sheltered units. Most of our properties are located on the western fringe of the High Peak in the towns of Glossop, Buxton, Whaley Bridge, Chapel-en-le-Frith and Hayfield. Over 100 of our properties are quite remote, situated in the Hope Valley on the borders of the Peak District National Park.

We lost 17 properties through Right-to-Buy in 2007/08 and indications show that sales are virtually non-existence in 2008/ 09.

Our properties range from a few unpopular bedsits to 4 bedroom houses. Most of our properties have with 1, 2 or 3 bedrooms. We have no high-rise properties and we have over-subscribed waiting lists for all areas.

Type of Properties and Numbers						Sheltered		
Areas	Bedsit	1 Bed	2 Bed	3 Bed	4 Bed	Bedsit	1 Bed	2 Bed
Hope Valley	0	79	24	30	0	0	0	0
Buxton	6	80	59	116	1	102	38	6
Fairfield	11	43	177	235	22	10	58	0
Central	7	411	286	364	19	0	88	13
Glossop	0	273	438	338	6	0	0	0
Gamesley	0	229	292	207	31	0	0	0
Totals	24	1115	1276	1290	79	112	184	19
Grand Total 4099								

Housing Needs Survey

A Housing Needs survey has been carried out in 2006 and the key priorities identified were:

- There is an annual shortfall of 310 affordable dwellings over the next five years (1,550 units to 2006)
- The greatest shortfall is of two bedroom accommodation
- Low-cost home ownership would bring additional households within the range of purchase to meet their need outside of the social rental market. The impact on affordability of producing low equity shared ownership schemes on the basis of no more than 25% - 30% of gross income showed that between 14% and 25%, a mean of 19.5% could potentially afford shared ownership.
- There are 476 potential households who currently live with another household, who are unable to afford to move to their own separated accommodation

We launched a sub-regional Choice Based Lettings system in March 2007 working in partnership with Derbyshire Dales to maximise the availability of properties across the two districts. Since then we have expanded this to include Amber Valley and it is planned to expand to include Erewash District Council (Three Valleys Housing) in 2009/10 financial year. We have approximately 3700 registrations on our Choice Based Letting system and we have been working to reduce the number of temporary tenancies to give stability to those previously holding temporary tenancies and to improve community cohesion. Currently less than 2% of our properties are let on a temporary basis to homeless families.

Affordability is a key issue in this area, with information from Barclays Financial Planning stating that the High Peak is attracting 'cash-rich' residents more quickly than anywhere else in England and Wales, with 68% more people earning £60,000 or more this year than last. Whilst this is an encouraging financial outlook, it has pushed up property prices and making it even more challenging for those on low incomes to afford homes. This puts further pressure on the availability and allocation of affordable social housing.

This increase in affluent residents, combined with high property prices, extensive housing waiting lists and the rural nature of the environment, make meeting the housing needs in the area a major challenge. There may be further pressure on housing needs with the potential impact of the current financial situation and the affects of the 'credit crunch'.

We recognise our key role in working with HPBC to identify solutions and we have recently worked with them to establish a housing strategy forum. There are opportunities to increase the number of social housing/affordable housing units across the Borough but especially within our neighbourhoods. Any development we undertake will be carried out in partnership and consultation with the local community.

We will be identifying opportunities to make more appropriate use of our existing stock, through remodelling and re-designation, in consultation with our customers.

We will be proactively working with HPBC to inform their housing strategy. And we are developing a lettings plan that identifies a range of themes and priorities that will guide allocations of properties. The winning of monies through the Government's Trailblazers scheme will allow us to increase the Choice Based Lettings facility to allow further assistance to those seeking housing, and we shall also be working in partnership to investigate any development opportunities to assist in the Council's priority of increasing affordable housing to those wishing to live in the High Peak.

Our Business

The business of HPCH is quite complex involving a wide range of business areas. We undertake the following services, with support services providing the financial and performance monitoring functions:

- ✓ Property Maintenance and investment
- ✓ Housing management
- ✓ Housing allocation
- ✓ Community Empowerment
- ✓ Homelessness prevention and advice
- ✓ Warden service
- ✓ CCTV monitoring

Overview

We currently employ 157 people (130 full-time equivalents) and provide tenancy services to over 10,000 customers and a repairs service to all of our customers and carry out repairs for some other registered social landlords who operate within the Borough.

In 2008/9 we saw 20700 customers at our receptions and dealt with over 1000 letter and emails. Some of our services are delivered through Service Level Agreements with High Peak Borough Council, including the customer contact centre, and they handled 39900 contacts on our behalf.

We have 1995 Carelink customers connected to our support services.

We also have 134 leaseholders for which we provide services.

In 2008/09 we saw 133 homelessness applicants and accepted that we had a statutory duty to assist 43% of those cases.

In 2008/09 we received a management fee of £6.6 million from High Peak Borough Council, £421K in third party income and attracted £127K in external grant funding.

Premises

We currently operate from five main locations, all of which are now compliant with the Disability Discrimination Act.

HEAD OFFICE Municipal Buildings Glossop	<ul style="list-style-type: none"> • High Peak Community Housing Head Office • Resources • Corporate Excellence
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Gamesley Area Office	<ul style="list-style-type: none"> • Homes & Communities • Caretaking • Neighbourhood Police Team
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Gamesley Wardens Office	<ul style="list-style-type: none"> • Care Link Wardens
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Chapel-en-le-Frith	<ul style="list-style-type: none"> • Care Link Warden Control Centre • CCTV • Out-of-hours Repairs Service
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Lancaster House, New Mills	<ul style="list-style-type: none"> • Property Services • Property Investment • Homes & Communities • Caretaking • Tenant Participation • Housing options • Homelessness
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Fairfield Area Office	<ul style="list-style-type: none"> • Homes & Communities • Caretaking • Neighbourhood Police Team
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- *Surgeries held in New Mills and the Hope Valley*

During 2009/10 we will be carrying out a review of our accommodation to ensure that this meets the changing needs of the company and it's customers whilst offering value for money.

Our Stakeholders

Our only shareholder is High Peak Borough Council but we have a number of other key stakeholders who have a vested interest in working partnership with HPCH, especially the people who live and work in our neighbourhoods. Each stakeholder has a variety of differing needs and expectations. As part of our Stakeholder Engagement Strategy we are reviewing how to work with each one to enhance the lives of the people within our communities, and to increase our customer satisfaction ratings.

Our latest tenant survey (interim results) undertaken by KWEST in November 2008 showed that 80% of our customers are satisfied with HPCH as their landlord. The table below shows the key indicators and the fact that all satisfaction indicators are average or above average. The executive summary states that:

“The 2008 survey findings confirm that the services provided by High Peak Community Housing are meeting the needs of the majority of general needs tenants. Examples of this can be found throughout the results and include majorities expressing satisfaction with a number of key areas such as the overall quality of the homes, the area as a place to live, the overall landlord service, and the repairs service.”

<i>Key Aspect Of Service</i>	<i>Results 2009.</i>	<i>KWEST Indicative Benchmark</i>
Overall satisfaction with home	78%	Above average
Overall satisfaction with neighbourhood	86%	Above average
Overall satisfaction with repairs service	74%	Average
Overall satisfaction with service provided by landlord	80%	Above average
Satisfaction with opportunities to participate	65%	Above average
Overall satisfaction with service from staff (found staff helpful)	87%	Not benchmarked
Good at keeping tenants informed	76%	Average
Rent is value for money	84%	Above average

The information will be broken down in each area supported by a neighbourhood coordinator so that we can address issues at a local level giving customers **a real say in local service delivery so that they can take real pride in their area and have a real voice about matters that affect where they live.**

We also ensure that we consult with our stakeholders on a regular basis particularly through the Safer Neighbourhood teams but also with other housing providers in the High Peak to ensure that our services are delivered in partnership to meet not just our key business aims, but those in the community as well.

The chart demonstrates the customer at the centre of everything HPCH does and the links across all areas of the business with our many and varied stakeholders.

Our Values

Key to our business delivery are the values and culture of the organisation and these values and the culture which each business stream should demonstrate when dealing with all our customers and stakeholders. As a constantly improving organisation we reviewed our culture at our staff conference in 2008 to ensure it meets the needs of the Company and is understood by all.

BUSINESS VALUES	CUSTOMER VALUES
<ul style="list-style-type: none"> • Professional, organised and responsible • One team pulling together • Valued and appreciated • Excellence in Customer Service • Investment in people • Equality in Everything • Innovative, open and accountable • Continuously Improving 	<ul style="list-style-type: none"> • Services accessible to all • Information kept up-to-date and available in a variety of formats • Prompt replies to all customer contacts • Everyone receives an efficient and friendly service from well-trained staff • Customers are able to influence the service they receive • We provide clear, accurate and regular information
OUR CULTURE	
<ul style="list-style-type: none"> • PRIDE – we will take pride in the manner in which we deal with everyone • PASSION – we will be passionate about delivering excellent customer service with enthusiasm and excitement • PROFESSIONALISM – we will be professional at all times, treating everyone fairly and equally and we promise to deliver on our promises. 	

HPCH consists of a number of Business Streams including;

Homes and Communities: responsible for working to create sustainable and thriving local communities that meet the aspirations of residents through dialogue and consultation. To proactively prevent homelessness and offer transparent advice and choices to people who need them. To promote the work of organisation through the Enhanced Housing Options Trailblazers programme, neighbourhood management and community development including anti-social behaviour, estate services, tenancy relations, arrears recovery and tenancy support.

Carelink care and support services responsible for the provision of community response and support services to elderly and disabled tenants and customers, provision of telecare services, mobile warden services and sheltered housing with scheme management services. Services are provided to tenants, private sector customers and to RSL customers. The Control Centre staff also monitor town centre CCTV under a service level agreement with High Peak Borough Council, and the Centre also provides lone worker monitoring services which is a service we aim to expand. We also aim to expand our monitoring services by winning contracts for monitoring community alarms in other local authority areas.

Property Services and Procurement : responsible for the delivery of the day to day responsive repairs service through the direct labour organisation. This business stream is also responsible for the procurement strategy and implementing innovative solutions to ensure that savings of at least 3% are achieved each year in line with the Government's recommendations.

Property Investment and Maintenance : responsible for the delivery of capital programmes to allow the company and council to ensure tenants continue to live in Decent Homes. The procurement and delivery of cyclical, disabled adaptations and planned repairs to properties managed by the company. To provide a professional service and look for opportunities to sell the service to outside agencies and other customers.

Corporate Excellence: responsible for supporting the delivery of a first class service through continuous improvement for all internal and external customers, acknowledging change as a method for searching for better, more efficient ways of doing things. This section also includes the delivery of an effective and supportive ICT service. We aim to ensure we become an organisation renowned for Best Practice and top benchmark performance.

Finance: responsible for developing, promoting and maintaining a culture of excellence throughout the organisation by the use of efficient, timely and effective use of financial information. In addition provide an efficient and effective rent accounting and rent arrears collection service through in house and external service providers.

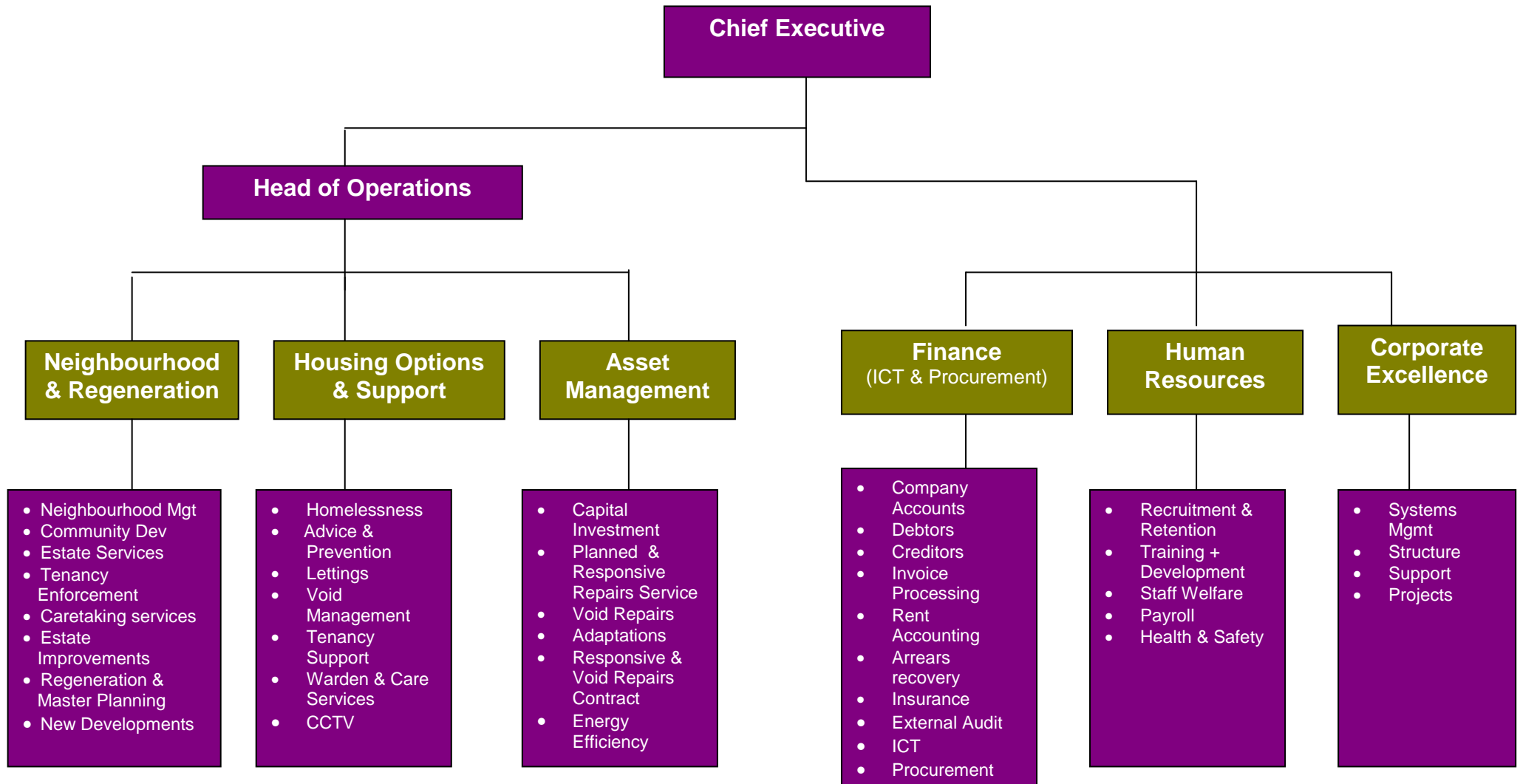
Human Resources: responsible for creating a supportive and motivational work environment which staff enjoy and therefore feel encouraged to develop their potential to its full capacity. We provide an effective and efficient HR service delivering Investors in People and Worklife balance, developing sound employee relations, providing competent health and safety advice to the Company and monitoring external contractors for payroll and other specialist advice.

Procurement: responsible for procurement strategy and implementing innovative solutions to ensure that savings of at least 3% are achieved each year in line with the Government's Gershon review.

The overarching company structure chart is shown overleaf.

High Peak Community Housing Structure

HIGH PEAK COMMUNITY HOUSING STRUCTURE



Our Talented People

At HPCH we are dependent on our 'talented staff' to enable us to achieve the key aims and priorities we have set ourselves. We are committed to the continuous improvement and development of our workforce. This is further demonstrated through our achievement of Investors in People and the introduction of our Work Life Balance options. This year we are further expanding this to look at the Health and Well-Being of our team to ensure that they are equipped both mentally and physically to enable us to continue to be a high performing team.

We have recently reviewed our appraisal process and have introduced forward planning meetings for every member of our team to ensure that everyone is fully engaged and are clear how they contribute to taking the business forward.

Our aim is to maximise the potential of our talented team by working in partnership with them to ensure we :

- **Have a Healthy and Safe team**
- **Maximise our Human Resources to drive the business forward**
- **Recruiting and retaining the best**
- **Delivering a Value for Money HR Service**

Customers at the Heart of Everything We Do

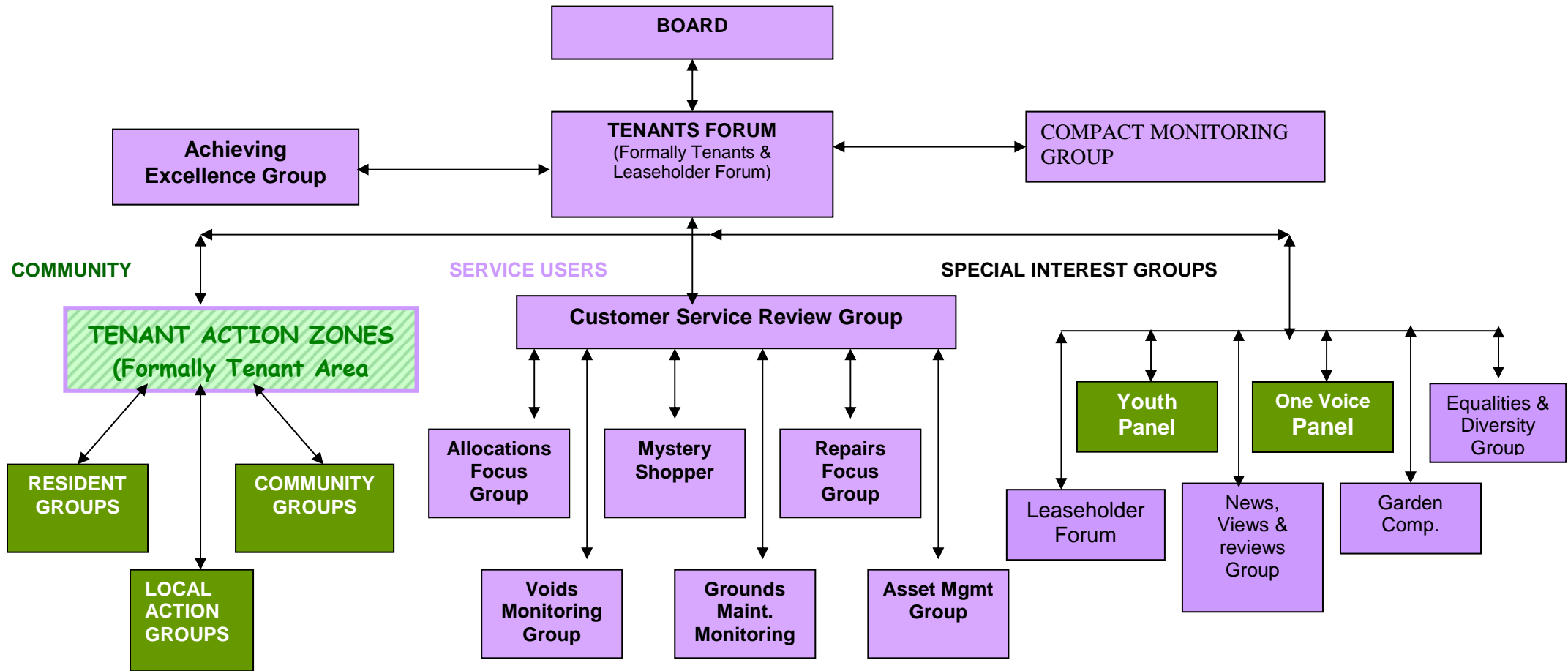
Working in partnership with our customers and other members of the communities in which they live in a fundamental part of this organisation. We have worked to ensure that our customers are not just at the heart of everything we do but are the driving force, empowered to influence the decision-making processes at every level.

In 2007/08, we carried out a fundamental review of our Resident Involvement structure and as a result we now have a very cohesive and powerful framework in place that makes tenant and community empowerment a reality for HPCH not just an aspiration. This is embodied within the Tenant Compact – our agreement with Tenants as to how we conduct our business. We are working now to embed this framework and to take it to the next level by introducing our Peak Performers 'Membership' Scheme, which will provide tenants, other residents of our communities and other stakeholders an opportunity to positively choose to work with and be part of this organisation. During 2009 our tenants will be taking part in the 'National Conversation' to inform the newly formed Tenant Services Authority of how they feel services should be delivered from their housing provider in the future.

The structure is detailed overleaf and this is the key to the future of tenant and resident empowerment within HPCH – this is how we have agreed with tenants, staff, stakeholders and partners the way in which we will do our business in the future within the terms of this business plan. Within the structure is shown the mechanisms for reporting from each group to the Tenants Forum and vice versa meaning that we have a 'thread' of communication running throughout our Tenants Empowerment structure.

HIGH PEAK COMMUNITY HOUSING

TENANT & RESIDENT EMPOWERMENT STRUCTURE



Members only areas



Members and Associate Member



All members and associate members can attend and speak; only members can vote.



3 RISK ANALYSIS & MANAGEMENT

HPCH aims to have a risk management strategy that proactively identifies, manages and therefore minimises the risks to the effective operation and future viability of the business. At the same time we intend to manage our risks in a way that does not stifle innovation and continuous improvement.

We seek to ensure that we deliver:

- An appropriate balance between risk and control
- More effective decision making
- Improved use of limited resources
- Greater innovation

In response to these risks we have reviewed our risk management process and have developed a risk register and map that will be regularly reviewed to ensure that all risks are being effectively managed and minimised if they cannot be eliminated altogether.

Strategic Risks are monitored monthly by the executive management team and the managers monitor operational risks monthly. Board will undertake an annual review of all risks as part of the controls assurance process and the Audit and Resources Committee will meet 4 times a year to ensure that risk is being properly managed and controlled. We have appointed external auditors to undertake financial and internal audits and we have established an in-house system of process and procedure checks.

Consideration of risk management must be part of the process of business planning. To be effective risk management must be embedded in the structures of governance and integral to all activities. HPCH is not risk averse but uses the Risk Management Strategy and accompanying action plan to ensure that risks are effectively assessed and managed within the working environment. We have recently set up a New Opportunities Panel of Board members to assess the risk implications to the Company when seeking new business, or exploring new avenues which fall outside either current budgets or outside the scope of the Corporate Delivery Plan.

Every year, Board members review the Risk Management using a SWOT analysis. This simple but powerful framework for analysing our company's Strengths and Weaknesses, and the Opportunities and Threats we face helps to focus on our strengths, minimize threats, and take the greatest possible advantage of opportunities available to the Company.

Key risks

There are a number of threats that need to form part of the SWOT analysis. These include:

- Inadequate resources to meet investment requirements of stock condition survey
- Impact of central government policies
- Financially Unsustainable business plan
- Failure to raise our profile
- Failure to retain key staff and board
- Failure to assess, develop and post appraise new business opportunities
- Breakdown in relationship with key stakeholders
- Downturn in customer satisfaction
- Increase in number of right to buys
- Business continuity plans not robust
- Ineffective governance arrangements
- Payroll being taken on by HPCH in 2009/10.
- Anite Housing Management system to be terminated in 2015
- Impact of the credit crunch on the company
- Changes to supporting people funding

Our response to these threats is reflected in our risk management strategy which is reviewed as part of the annual Business Planning Process.

Link to Risk Management Strategy

CE20/20/02/08

The full SWOT analysis is shown below for information.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good with excellent prospects for improvement • Strong brand • Partnership with HPBC • Excellent board/ strong leadership • Track record of improvements • Learning organisation open to challenge • Customer Engagement • Gaining reputation with other RSL's • Upper quartiles in some benchmark areas • Refurbished accommodation • Accessibility through receptions • Procurement strategy in place • Staff • Flexibility • Innovation • Continued development of sub-regional Choice Based Lettings scheme • Work of homelessness prevention team • Neighbourhood management • Anti-social behaviour work in partnership • Completion of Decent Homes 	<ul style="list-style-type: none"> • Lack of awareness of brand • Geography • Loss of knowledge through staff leaving • Inability to meet demand for affordable homes • Effective partnerships not currently in place • Below benchmark in some areas • Amount of paper records being stored • Use of technology and utilise what we've got. • Not changing quickly enough • Lack of awareness of individual business stream costs • Business continuity plan not embedded • Lack of commitment to health & Safety issues • Lower customer satisfaction with repairs service • Lower customer satisfaction with tenant participation
Opportunities	Threats
<ul style="list-style-type: none"> • Review of the organisational culture • Marketing the brand • Partnerships /working with key stakeholders especially HPBC • Community Empowerment • Closer links with police and other agencies • Be an 'upper quartile' organisation across all measures • Developing better links with the private sector • Looking to partner to gain greater efficiencies through our accommodation • Use of technology e.g. graphical repairs system • Efficiencies Agenda • Process re-engineering • Demand for properties in High Peak • Beyond 2009 with a new management agreement • Homes & Communities Agency preferred development partner • CBL • Become more commercial • Other organisations seeking best practice from us • Preparing for possible short notice inspections under new regulation of TSA 	<ul style="list-style-type: none"> • Losing business to competitors • Complacency • Too slow in seizing business opportunities • Lack of contracts and/or ability to deliver • Failure to maintain DHS • Lack of affordable properties affecting housing options • Taking eye off core business • Size of organisation • Not being efficient enough • Loss of key staff • Pace of change • Increase pressure on resources • Being immobile to the market place • Raised expectations • Lack of effective Financial control • Uncertain Management fee • Potentially unsustainable Carelink business plan • Impact of the 'credit crunch' on the company both in terms of funding available, and potential increased demand on our services

4 Key Achievements

As an innovative and dynamic organisation, continuous improvement is a way of life for HPCH. Therefore, we can evidence a number of significant achievements in the life of the Company.

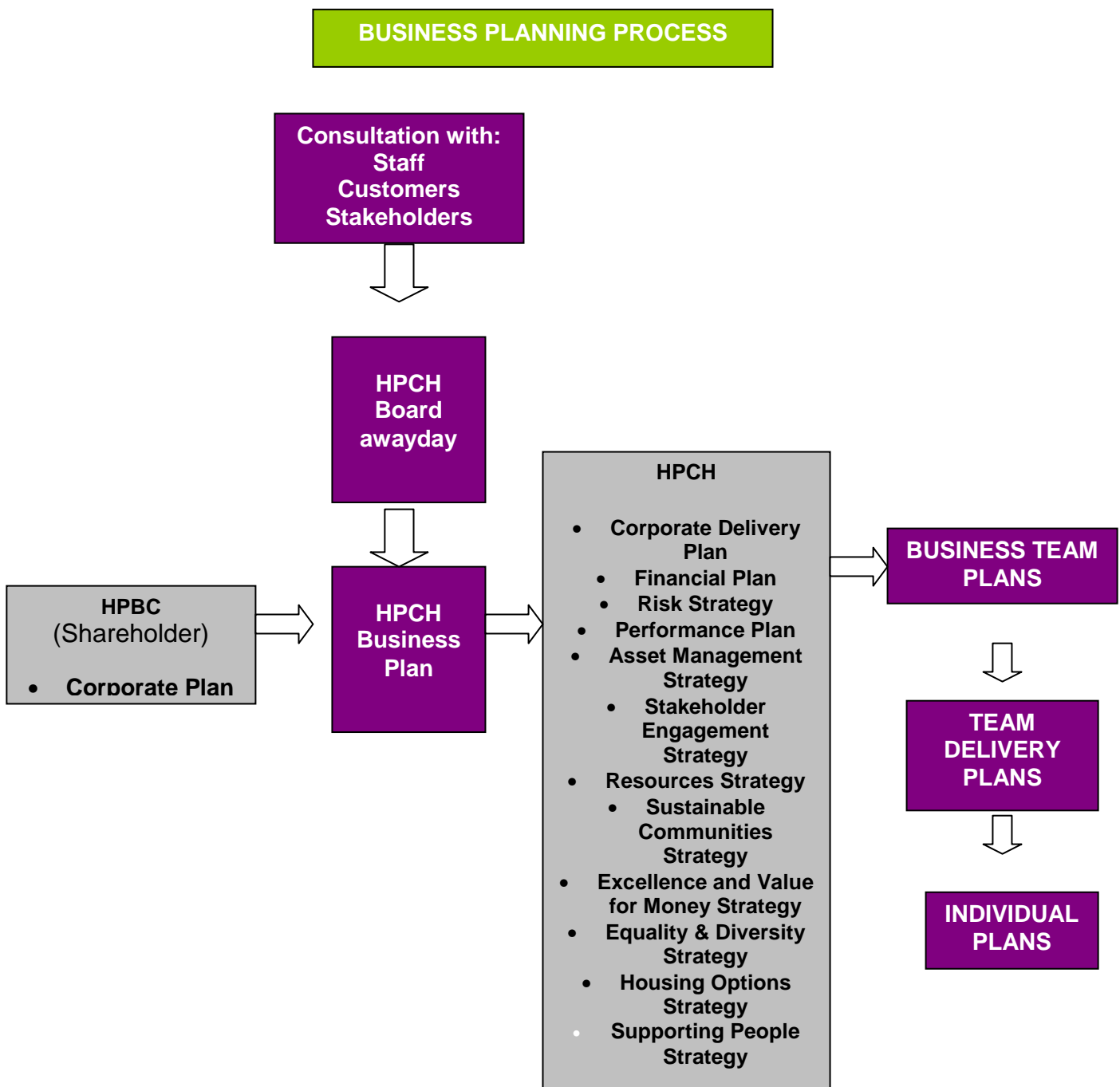
Customer	Community
<ul style="list-style-type: none"> • Achieved our Decent Homes target (2 years ahead of national target) • Saw an increase the level of our customers satisfaction with their neighbourhood increase from 69% to 82%, and then a further increase to 86% • Established a robust and dynamic Resident Involvement framework with 'Peak Performers' membership scheme to be developed • Implemented the Tenant Compact • Involved more Tenants in consultation / involvement activities • Increased and improved satisfaction surveys across most areas of the business • Reviewed Customer Service standards with staff and customers • Established a Customer Service Review group to ensure our Customers are driving future service delivery • Award of Trailblazers monies (£220K over 2 years) to enhance our Home Options facilities 	<ul style="list-style-type: none"> • Engaged with our customers at local community events • Created Forums for Disabled tenants and tenants in sheltered accommodation • Agreement with RSL to build and manage properties • Successfully restructured the Tenancy Management Team to create the Homes & Community team • Successful partnership with police resulting in joint funding and sharing of local offices at Gamesley and Fairfield • Development of Local Action Groups for those living in the areas to direct activities to subjects important to them
Organisational Development	Value for Money
<ul style="list-style-type: none"> • 92% of staff proud to work for HPCH in 2008/09 survey • Produced a Marketing Strategy and marketing materials • Strengthened the Tenant Forum and developed the Tenant Action Zones • Tenants engaging with counterparts in other areas and on regional forums • Become a preferred development partner with the Homes & Communities Agency • Introduced tenant mystery shopping • Other organisations approaching us for best practice in some areas • Achieved accreditation from Chartermark, Investors in People and ISO 9001:2000 • Achieved significant performance improvements in a number of key areas. • Levered in £115k additional funding to assist with delivery of various projects • 'One to Watch' status achieved in times Top 100 companies 	<ul style="list-style-type: none"> • Achieved £1 million efficiency savings • Established a Centre of Excellence at New Mills for training and meeting • Set up our own kitchen and bathroom fitting company to deliver part of the capital programme • Achieved substantial efficiency savings • Achieved Government funding to support the development of a sub-regional Choice Based Lettings scheme • Top performance on voids

This plan seeks to identify our vision, values and key aims to 2014. It identifies the changing market place in which we continue to operate, the opportunities, threats and risks to our business success and recognises the complexity of the business that is HPCH.

The Business Planning Process

This initially involves consultation with our staff, customers, shareholder and key stakeholders to ensure that the business drive for excellence reflects the need of the community we serve. The results of this consultation are feed into the Board away day, which meets to determine the future direction needed by HPCH. The key themes established are reflected in the key aims of strategies and these then feed into the business team plans.

The team delivery plans give the detail of how each team will deliver against the key themes and these are then feed into individual plans. Everyone within the organisation can then recognise their contribution to the overall business objectives determined and approved by our Board. This gives us the ‘Golden Thread’ running through the business to provide the understanding and focus on striving for excellence in those key areas.



Links between Strategies and Plans

Our Vision and our aims do not stand-alone - they are influenced by the corporate priorities already established by HPBC. It is a key driver of HPCH to ensure that we do everything we can to assist HPBC in achieving this aim and to live up to the very high standards already set by them as an 'Excellent' local authority. HPBC are currently consulting regarding their Corporate Plan 2008-2013 but it is part of our on-going business planning process to ensure our Vision and aims are in line with those of our sole stakeholder. It has due regard to their other strategies and plans in order to ensure that we are playing our part in the delivery of these corporate priorities.

Whilst we recognise that we are an arms length management organisation, we also recognise our duty through our relationship with HPBC to work in partnership with them in delivering corporate strategies. The key links are shown below.

AIM ONE	HPBC Corporate Priorities 2008-2013	Links HPCH Key Themes	LINKS HPCH BUSINESS PLAN
Supporting People	<ul style="list-style-type: none"> ✓ Ensure that there is an adequate supply of housing and an increase in affordable housing in the Borough ✓ Help to make the High Peak a safer place ✓ Ensure local people live in decent homes and neighbourhoods ✓ Provide opportunities for Young People ✓ Develop responsiveness to local needs and encourage local people to play an active role in the community 	1, 2	<ul style="list-style-type: none"> ✓ Ensure tenants continue to live in 'decent' homes ✓ Work in partnership to increase the supply of affordable homes in the Borough ✓ Be Pro-active in preventing homelessness ✓ Promote and expand choice by enhancing the Home Options services ✓ Proactively tackling anti-social behaviour and the fear of crime in partnership with the police ✓ Improve the quality of life of residents by supporting the most vulnerable in our neighbourhoods ✓ Work in partnership with tenants, residents and other stakeholders to develop and deliver meaningful local plans for improving their neighbourhoods ✓ Create Lifetime Homes, Lifetime Neighbourhoods through our strategy ✓ Cleaner, Greener, Safer, Healthier and Wealthier neighbourhoods ✓ Continue to deliver aids and adaptations to assist people to remain in their own homes
AIM TWO			
Creating Jobs and Prosperity	<ul style="list-style-type: none"> ✓ Ensure our Town Centres are attractive, vibrant and distinctive places for business and the local community ✓ Improve the quality and choice of local 	1, 2,	<ul style="list-style-type: none"> ✓ Leading on neighbourhood renewal projects in the most deprived areas of the Borough ✓ Have high performing teams at every level of HPCH ✓ Have an effective Board and Executive team ✓ Increase business income ✓ Utilise local businesses wherever

	<ul style="list-style-type: none"> ✓ employment ✓ Ensure effective tourism development in and promotion of, the Peak District 		<ul style="list-style-type: none"> possible ✓ Invest in people to achieve ✓ Raise our profile locally and nationally ✓ Increase the number of homes managed by HPCH ✓ Offer apprenticeships and work experience for young people in the High Peak.
AIM THREE			
Protecting the Environment	<ul style="list-style-type: none"> ✓ Limit the amount of household waste going to landfill sites ✓ Enhance and maintain a clean and attractive public realm ✓ Reduce the CO2 emissions of HPBC and be pro-active in advising and encouraging residents and businesses to do the same ✓ 	3, 4	<ul style="list-style-type: none"> ✓ Become the vehicle for delivery of regeneration projects ✓ Develop shared visions with key stakeholders and partners ✓ Be a key partner in the meeting of local priorities in our neighbourhoods ✓ Increase tenant satisfaction with their neighbourhoods through the development and delivery of estate master plans ✓ Effective management of green spaces ✓ Reduce our environmental impact by carrying out environmental impact assessments across all business areas ✓ Work in partnership with our tenants to reduce their environmental impact and promote energy efficiency ✓ Reduce our carbon footprint
AIM FOUR			
Improving the Council	<ul style="list-style-type: none"> ✓ Ensure the Council can demonstrate value for money and remains fit to meet future challenges ✓ Ensure we are and are seen to be a 'customer first' organisation ✓ Invest in our people ✓ Improving Service Performance 	3,4,	<ul style="list-style-type: none"> ✓ Further improve the responsive repairs service ✓ Continue to be a top performing organisation ✓ Continue to be financially viable and sustainable be delivering cash efficiencies across the business ✓ Maintain an excellent reputation with our customers ✓ Have a robust tenant empowerment structure ✓ Being able to demonstrate how our customers have influenced changes that have been made ✓ Working in partnership with tenants to improve the business

OUR VISION:

BETTER HOMES BETTER COMMUNITIES BETTER LIVES

High Peak Community Housing's overall vision is to improve the lives of all of our customers by providing Better Homes and Better Communities throughout the High Peak leading to the overall delivery of Better Lives.

The strategic priorities identified to deliver this vision are shown below. These were arrived at following consultation with customers, staff, Board and our sole shareholder and have been approved by our Board and High Peak Borough Council.

- Provide Homes, Neighbourhoods and Sustainable Communities to be Proud of
- Deliver Affordable Homes
- Tenants and Customers at the Heart of Everything we do
- Leading Regeneration
- Be an Excellent and Expanding Company

Key Theme One

VIBRANT AND PROSPEROUS NEIGHBOURHOODS AND COMMUNITIES

We will do everything we can to ensure that we

- **Improve the quality of life of residents**
- **Cleaner, Greener and Safer neighbourhoods**
- **Local Decision Making. Local Choices**
- **Provide opportunities for Young People**
- **Create Lifetime Homes & Lifetime Neighbourhoods**

Key Theme Two

ACCESS TO AFFORDABLE AND DECENT HOMES

We are committed to:

- **Ensure tenants continue to live in Decent Homes**
- **Work in partnership to increase the supply of Affordable Homes in the Borough**
- **Be pro-active in preventing homelessness**
- **Promote and expand choice**

Key Theme Three

TENANTS AND CUSTOMERS AT THE HEART OF EVERYTHING WE DO

We will ensure that we keep tenants and customers at the heart by:

- **Promote tenant-led decision making**
- **Excellent reputation with our customers**
- **Improve communication with our customers**
- **Recognise, understand and work with our wider customer base**

Key Theme Four

BE AN EXCELLENT AND EXPANDING COMPANY TO PROVIDE VALUE FOR MONEY

We aim to continually improve by:

- **Top performing organisation**
- **Financially viable and sustainable**
- **Value our brilliant team**
- **Promote Equality and Value Diversity**
- **Reduce our environmental impact**

We have carried out an analysis of how each business stream links it's priorities to the key aims of the Company and this is shown below:

Aim	Priority	Lead	Key Deliverer
HAVING VIBRANT AND PROSPEROUS NEIGHBOURHOODS AND COMMUNITIES	<ul style="list-style-type: none"> • Improve the quality of life of residents • Cleaner, Greener and Safer neighbourhoods • Local Decision Making. Local Choices • Provide opportunities for Young People • Create Lifetime Homes & Lifetime Neighbourhoods 	Homes & Communities Tenant Participation	Property Services Property Investment Carelink
INCREASING ACCESS TO AFFORDABLE AND DECENT HOMES	<ul style="list-style-type: none"> • Ensure tenants continue to live in Decent Homes • Work in partnership to increase the supply of Affordable Homes in the Borough • Be pro-active in preventing homelessness 	Property Investment/ Homes & communities	Property Services Carelink

	<ul style="list-style-type: none"> • Promote and expand choice 		
TENANTS AND CUSTOMERS AT THE HEART OF EVERYTHING WE DO	<ul style="list-style-type: none"> • Promote tenant-led decision making • Excellent reputation with our customers • Improve communication with our customers • Recognise, understand and work with our wider customer base 	Homes & Communities / Corporate Excellence	All business streams
BE AN EXCELLENT AND EXPANDING COMPANY TO PROVIDE VALUE FOR MONEY	<ul style="list-style-type: none"> • Top performing organisation • Financially viable and sustainable • Value our brilliant team • Promote Quality and Value Diversity • Reduce our environmental impact 	Corporate Excellence	All business streams

6 Our Strategic Priorities

The key themes are supported by a number of strategies for the business. These are fully reviewed on a 3-year timetable, and are subject to consultation. The action plans are monitored, through the appropriate sub-group of the Board on an annual basis.

The key priorities for each are shown below, and the correlation between the strategies and themes are shown at appendix 1 at the end of this plan.

Asset Management including Property Services and Property Investment

We are committed to maintaining the Council's housing assets to ensure that they contribute to meeting the need for decent affordable housing across High Peak.

We are currently drafting an Asset Management strategy that outlines the principles that we will adopt in regard to the maintenance and improvement of the housing stock managed by HPCH. As well as looking at our short-term programme and the achievement of the decent homes standard by 2008, it also looks beyond this, to provide a long-term maintenance and improvement strategy for the stock over a 30-year period. Following the completion of the stock condition survey in 2007, the indication is that we need to spend £4.6m per annum on the housing stock over the next 30 years. This will provide challenges with regard to the financial support in the years ahead

Key priorities include:

- Ensure that all our stock remains 'decent' on an ongoing basis
- Ensure that all improvement work minimises futures maintenance and in particular, reactive repairs
- Ensure that our stock continues to meet the demands of those seeking social housing in the High Peak area
- Ensure that we obtain maximum value for our investment through effective procurement

Investment Plan and Capital Programme:

High Peak Community Housing has responsibility for the long-term maintenance and investment in the housing stock. In this area we act as agent of the council commissioning contracts on its behalf. Funding for long term maintenance and investment is by the council through its capital programme. Funding sources include Supported Capital Expenditure; ALMO funding; and Major Repairs Allowance.

The capital investment plan is based upon the needs of the stock in relation to the delivery of the Decent Homes Standard, the future maintenance of the stock and the provision of modern homes with modern facilities, improved security and estate improvements. Contributions to the plan are made by, and encouraged by, all stakeholders.

Stakeholder Engagement

We are committed to working in partnership with all our stakeholders to ensure our priorities match those of the stakeholders and reflect the desire to empower our tenants and the communities in which they live.

The Stakeholder Engagement Strategy addresses the needs of our various stakeholders and is an amalgamation of our Resident Involvement, Marketing and Communication Strategies. The need for the strategy was identified through consultation and will identify all areas of engagement required ensuring our business is aligned with the key stakeholders' requirements.

Key priorities include:

- Continually reviewing and monitoring of all tenant participation, and the methods of engagement across the full cross-section of customers including the Tenant Compact and the Resident Involvement Structure.

- To demonstrate that there is an increased impact of stakeholder views on strategies and service delivery.
- Achieving the Resident Involvement Standard.
- Embedding the business processes for communicating with all our stakeholders
- Increasing the profile of HPCH locally and within the housing industry so that we become renowned for providing innovative and high quality services.

Resources

Our former resources strategy has now been broken down into three streams: Finance, IT and HR.

We are committed to ensuring all our resources are utilised to the best to ensure we can deliver our strategic priorities

Key Priorities:

- To improve the efficiency and effectiveness of the services provided to our customers through effective management of Company resources
- To identify, deliver and demonstrate improvements in the management of resources
- To ensure that the Company remains viable & is able to continue to enhance its services

Finance

- To ensure that the Company is viable into the future
- To ensure that adequate annual budgets are negotiated with the Council to sustain the Company into the future
- To ensure that accurate financial monitoring takes place on a timely basis
- Develop systems to ensure that budgetary control is in place
- To identify, deliver and demonstrate VFM through our budget management
- To develop a five year financial plan to assist in the sustainability of the company (see appendix 2)

ICT

- To ensure that the IT Infrastructure & telephony are effective across the Company
- Developing the use of the OHMS systems
- Developing the use of the SAGE accounting system
- Carry out a feasibility study for the adoption of flexible working arrangements by the Company
- Continue to develop and enhance the Website and Intranet

Human Resources

- Have a Healthy and Safe team
- Maximise our Human Resources to drive the business forward
- Recruiting and retaining the best
- Delivering a Value for Money HR Service

Sustainable Communities

Through engaging with local residents we are aiming to create Decent Neighbourhoods. By working to implement the Government's Respect Agenda and combating anti-social behaviour we will create vibrant and sustainable neighbourhoods where people are proud to live.

This strategy combines our commitment to Decent Neighbourhoods, combating Anti-Social Behaviour and meeting the Government's Respect Agenda. By working in partnership we aim to create vibrant and sustainable neighbourhoods, where people are proud to live

The key priorities are:

- To work in Partnership to create vibrant and sustainable communities

- To empower local communities to make decisions at a local level
- To help create Cleaner, Greener and Safer Neighbourhoods
- To involve more Young People in making a difference in their neighbourhoods
- To be the key partner when dealing with anti-social behaviour in our neighbourhoods
- To be involved in offering more Employment Opportunities and more Local Investment

Lifetime Homes, Lifetime Neighbourhoods

To ensure that we enable older people to enjoy a high quality of independent living in our neighbourhoods and communities

This strategy has been written to show our commitment to working with our customers and stakeholders to ensure, wherever possible, that people can remain in the homes and communities.

The key priorities are:

- Delivering homes and services that meet people's needs, as they grow older.
- Ensuring that we provide excellent advice and information to Older People about their housing options and support.
- Ensuring that older peoples' homes are safe, accessible and affordable.
- Providing front line housing related support services for older people through our Carelink service.
- Listen too, and work with older people to ensure that they are involved in the communities that they live in.

Housing Options

To ensure that HPCH has the best approach to the alleviation of housing need through the delivery of the Home-Options Choice Based Lettings Scheme and the delivery of effective preventative and assessment processes for homelessness.

Our key priorities are:

- To deliver an approach to alleviating housing need that is based on giving customers of our services "choice" and maximizing their capacity to help themselves resolving their housing need
- To proactively assist people to prevent them becoming homeless
- To effectively discharge the council's duty to assess and provide assistance to statutorily homeless households
- To maximize the housing resources that are available to our customers
- To create sustainable communities where our customers have chosen to live
- To ensure that we achieve value for money through these services and that they are delivered in a fair and equal manner

Supporting People

This strategy is being developed to reflect and maximise the resources available from 'Derbyshire Supporting People Commissioning Body' to ensure our vulnerable members of our communities are supported in an effective way.

Our key priorities are to:

- Plan a sustainable future for support services for elderly tenants in our communities
- Expand the range of support services provided and client groups served
- Ensure Carelink and related services have a sound financial base and remain cost effective
- Develop a forward looking "Development & Marketing plan for Carelink Services

- Develop a forward looking plan for the future use of sheltered accommodation including unpopular bedsits

There are some crosscutting areas within the Company and the strategies to deliver the cross – cutting themes are the Excellence and Value for Money, and the Equalities Diversity Strategies.

Excellence and Value for Money

As an innovative, dynamic organisation continuous improvement and striving for excellence is a way of life.

The aim of this strategy is “To continually improve our organisation & delight our customers through efficient, effective and streamlined processes. At all times we will be focussed on delivering services that are important to our customers”

The key priorities are:

- Income and Resource Maximisation
- Driving and delivering high customer satisfaction
- Top class performance

Equalities and Diversity

HPCH is committed to ensuring that everyone is treated fairly and has proper access to our services. Our aim is to encourage diversity and opportunity both in the communities we serve and our workforce.

The key priorities will be:

- Use our customer profiling data we have collected to identify minority groups.
- Develop specific consultation groups in order to ensure that our services meet the needs of minority groups.
- Review each of our service areas for good practice in relation to Equality and Diversity.
- Carry out impact assessments for each area of the business, in line with the Disability Equality Duty.

Other key areas for the company within the life of this business plan are:

Environmental Impact

HPCH is committed to delivering continuous environmental improvement. We have previously drawn-up and issued a joint policy statement, with HPBC, re-enforcing our commitment to ensuring that we play our part in safeguarding the special social, cultural and environmental qualities of High Peak. It is our intention to develop this further within the life of this business plan.

- We will be ensuring that the delivery of services and the activities of contractors, comply with the appropriate environmental legislation.
- HPCH will work in partnership to provide an effective and joined-up approach, ensuring that we improve energy efficiency. Our homes currently have an average SAP of 73, one of the highest within all local authorities. Given the geography of the area, closeness of the Peak District, and elevation and exposure of many estates, this makes this focus a significant achievement.
- Future investment includes replacing inefficient heating systems, which will continue to improve the energy efficiency (SAP rating) of the housing stock and provide cheaper fuel bills for our customers.
- All investment projects will have energy efficiency and other ‘green’ issues, considered as part of their cost: benefit analysis.

- We will be working to develop and promote to staff and customers our environmental impact framework.

Health and Safety

As a service provider and major employer, HPCH is committed to successful Health and Safety Management. We are promoting a positive health and safety culture, by maintaining and publishing up-to-date organisational arrangements in this area. We will ensure health & safety is seen as the responsibility of every member of staff at HPCH.

- We undertake regular risk assessments and ensure that method statements of all work activities are provided and regularly reviewed.
- We are committed to raising awareness of health and safety procedures at every level of the service.
- We have just undertaken a review of our Gas Safety procedure to ensure that we have a robust process for carrying out gas safety checks, to ensure the safety of our customers in their homes and we are working with the Fire service to ensure that all of our customers have smoke detectors in their homes.

7. Excellence in Performance

We are committed to ensuring continuous improvement in all areas of performance and a key priority is to be in the upper quartile (top 25%) for all indicators.

During 2007, the Performance and Value for Money sub-group of Board developed a balanced scorecard to measure performance across the business. The business reasons for this development are to show:

- **Scorecard:**
 - To measure and report progress
 - To clarify and communicate what is important
 - To make results manageable

- **Balanced between:**
 - Short and long term objectives
 - Financial and non-financial measures
 - Lagging and leading indicators
 - External and internal performance perspectives

The quadrant approach adopted by the Company includes:

- ✓ Customer
- ✓ Community
- ✓ Value for Money
- ✓ Organisational Development

The performance dashboard, taken from the overall scorecard, identifies a range of measures linked to the health of the company and the delivery of our Key Objectives.

The monitoring of these measures is critical to the life of the business and this is achieved by:

- Performance results are monitored on a monthly basis by the management and Executive team and, where targets are not being met, improvement plans are drawn up to monitor future activity.
- The Performance and Value for Money sub-group of board scrutinise these figures on a quarterly basis to offer assurance to Board that the company is meeting the targets set and, if not, that corrective actions have been put in place. A high level performance report is also provided to each Board meeting.
- The Tenants Forum receive a high level dashboard of indicators to allow them to monitor performance.
- Monthly monitoring meetings are held with High Peak Borough Council to review performance and impact on Best Value Performance Indicators as set nationally.

Challenging but realistic targets are defined for each indicator across a five-year period, but we believe them to be achievable and to result in HPCH achieving upper quartile (top 25% performer) across all service areas. We benchmark against other housing providers through Housemark and the Audit Commission and for 2007/08 the Audit Commission reported that 89% of the housing indicators were above average. This was a tremendous achievement, of which we are proud, but will continue to aim for all our performance measures to be upper quartile across all areas of the business.

8. Monitoring and Review

Good governance is key to ensuring the monitoring of this Business Plan, and the accountability of the management team for delivery. Full Board meetings are currently held 9 times per year and reports are linked to the strategic priorities as shown at item 6 and include assessment of risk, customer consultation, financial implications and the impact on equalities & diversity – all key to our strategic priorities.

Monitoring arrangements of the Company are in place that reflect the partnership culture between HPBC and HPCH, to ensure a transparent and trust based relationship and to have due regard for HPCH's independence and autonomy. However, as part of HPBC's strategic landlord liability, robust monitoring arrangements are required, to ensure our customers are receiving 'best value' and that the partnership promotes improved quality of life for all our customers.

- Board monitor progress on a quarterly basis through the Performance and Value for Money Sub-group, which reports back to the full Board meeting
- The Executive review progress on a monthly basis. This meeting also offers the opportunity to evaluate various partnership working and new initiatives as identified by the senior management team.
- The senior management team meet monthly to assess performance against the delivery plan, performance plan and identified improvements and new initiatives.
- HPBC and HPCH meet monthly to assess the ongoing progress of the company and quarterly to assess progress against plan and to discuss and agree any new action needed in relation to key strategic/policy issues. Some tenant representatives also attend the monitoring meetings on a quarterly basis. In addition HPCH also produced an annual report covering performance areas that are monitored throughout the year and this will be made available to HPBC by November each year.

9. Excellence In Quality

HPCH is committed to excellence in quality and, in order to utilise all methods of delivering this we have involved the company in the assessment of several quality awards. These include:

Chartermark – a nationally recognised public service Customer Service Award, awarded through the Cabinet Office to show commitment to excellence in customer service delivery. In 2009/10 we shall apply for the new standard – the Customer Service Excellence – to reinforce our key priority of keeping tenants and customers at the heart of all we do.

Investors in People – a nationally recognised award to show commitment to excellence in developing and training staff.

ISO 9001:2000 – a nationally recognised award, awarded through BSI, to show commitment to excellence in reviewing and amending our business processes for continual improvement. In 2009/10 we shall be reassessed against the revised standard ISO 9001:2008.

As well as these nationally recognised awards we have developed our internal methods of continually reviewing our business and striving for excellence. These include:

Learning Logs – Sharing knowledge and information across the housing sector and beyond to learn from others – particularly leaders in the field.

Improvement Initiatives – We monitor performance and feedback to ensure that any areas that need improvement are identified through the business review process, actions agreed and monitored.

Best Practice – Not only do we seek best practice from others; being part of a continually improving organisations means we share our successes with others. During 2007/8 we have been approached

to assist other organisations with performance management issues, tenant participation issues and tenant mystery shopping.

All these experiences are being developed to raise our future profile through the submission of awards across a wide range of categories. In 2008/09 we were proud to be shortlisted for Awards by both the National Federation of ALMO's and the National Housing Awards, for the work within our communities. This is a great reflection on the tenants, staff and other stakeholders involved in our projects and we are rightly proud of their achievements.

10. Conclusion

As part of this plan we have made a clear commitment to go beyond decent homes, which was the original reason for the company being established. This business plan sets out our key strategic direction for the next five years showing emphasis on the need to develop and empower our communities and increase access to affordable housing whilst still improving and exceeding expectation in our core business areas.

We will strive to go further, and deliver an excellent service across the full range of customers needs in each business area, adapting to improve, and deliver a service that reflects changing needs. With the support of all our stakeholders we believe this means that:

- Our customers will become more and more at the heart of everything we do.
- People will have decent homes, decent communities and decent neighbourhoods. It will mean that people can be proud of where they live. It will mean that not only will they be consulted but also they will be listened to and they will know how what they have told us has been used to improve what we do.
- It means that our customers will get the services, improvements and be treated in a way they want rather than what we think.
- We will work in partnership to deliver all of these improvements in a cohesive, sustainable way. Working together to deliver *Better homes. Better Communities, Better Lives.*

Correlation of key Themes and Strategies

Key Theme Strategy	1	2	3	4
Asset Management	△	△	○	△
Stakeholder Engagement Strategy	○	○	△	○
Lifetime Homes, Lifetime Neighbourhoods	△	△	○	○
Sustainable Communities	△	△	○	○
Excellence & Value for Money Strategy	△	○	○	△
Equality & Diversity Strategy	○	○	△	○
Housing Options Strategy	△	△	○	○
Supporting People Strategy	△	△	○	○
HR Strategy	□	□	○	△
IT Strategy	○	○	○	△
Financial strategy	○	○	○	△
Risk Management	○	○	△	△

△ Strong Link to Key Theme

○ Medium Link to Key Theme

□ Weak Link to Key Theme

Appendices:

Financial Plan
Performance Plan
Strategy Register
Delivery Plan