

One Vision Housing

Corporate Plan

2010 - 2015



Building communities & futures

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ONE VISION HOUSING CORPORATE PLAN 2010/11 – 2014/15

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SECTION ONE - ONE VISION HOUSING (OVH) CORPORATE PLAN 2010/11 – 2014/15

INTRODUCTION

Welcome to One Vision Housing's Corporate Plan for the period April 2010 through to March 2015. This plan builds on the foundations of our first Corporate Plan which was produced in 2007. It is evident that over such a relatively short period of time a great deal has already been achieved. However the environment in which we operate is dynamic and this plan seeks to incorporate the aspirations of the OVH Board and the priorities of our customers, both today and into the future. Delivering all of the promises made in our offer document is still our top priority, but in addition, we recognise that OVH is ideally placed to play an increasingly active role in our neighbourhoods, and working with our customers to develop individual and responsive services that meet local needs and aspirations.

Key to everything that we do is understanding the views of our customers, and we aim to place our customers at the very heart of OVH recognising that our business is much more than "renting properties". Effective and meaningful engagement with our customers is vital for us to plan, deliver and continuously improve our services and this in turn is the most effective way to ensure our ongoing success and viability.

This plan summarises our key aims, objectives and specific priorities over the next five years, and contains broad expenditure plans for the same period. It is complemented by our detailed Service Delivery Plans and is further supported by other key documents, all of which set out specifically what we will do to deliver innovative, value for money services that consistently meet/exceed our customers' expectations and which enable OVH to forge links and alliances with our partners benefiting all our customer and communities.

A breakdown of our homes is provided below:

	Bedsits/ Maisonettes	Bungalow	Low Rise Flats	High Rise Flats	Houses	Total
1 Bed	71	754	1,861	270		2,956
2 Bed	31	142	1,653	596	795	3,217
3+ Bed	2	1	97	84	4,775	4,957
Lease-holders	0	0	543	9		552
Total	104	897	4,154	959	5,570	11,684

Source: Stock Database

Our Vision

“High quality, affordable homes in thriving communities, where people have a sense of pride and place”

Our Mission

“To be the landlord of choice in Sefton”

Our Strategic Aims

- To be effectively governed and viable
- To provide homes that people want to live in
- To create viable, sustainable and inclusive communities, supporting and empowering those who are vulnerable and/or disadvantaged
- To provide services that offer value for money
- To be an accountable, dynamic and informed decision making organisation

To ensure that services are delivered in a way that assists the achievement of our aims, OVH has six corporate objectives. To facilitate and evidence the “golden thread” approach, these objectives form the platform against which all corporate, divisional and team plans are set.

Our Corporate Objectives

- Develop and implement effective neighbourhood strategies
- Deliver excellent services that meet the needs and expectations of customers
- Continuously improve performance
- Ensure financial viability, value for money and business stability
- Deliver services that recognises diversity and offer equality of access
- Develop an excellent workforce

Our Core Values

- Customer first
- Honesty and openness
- Openness
- Fairness
- Excellence
- Respect

SECTION TWO – CHALLENGES AND EXPECTATIONS

CHALLENGES FOR OVH

The next five years will present OVH with a variety of challenges ranging from the ever growing need to demonstrate value for money to responding to the new regulatory framework. Whilst our principle activities are the provision of housing management, repair and maintenance and the improvement of affordable social housing, our priorities are clearly aligned with the North West Regional Housing Strategy and focused on the achievement of balanced communities, urban renaissance and the provision of support for the most vulnerable in our communities. We aim to have the right people, with the right skills, within the right organisational structures to be able to respond effectively to the challenges that lay ahead.

AUDIT COMMISSION INSPECTION

In September 2010 OVH will be formally inspected by the Audit Commission. The Commission will make an independent assessment of the economy, efficiency and effectiveness of the services we provide to our customers. Whilst this is undoubtedly a significant challenge, it is also a unique opportunity for the organisation to demonstrate excellence in service provision and firmly establish the Association as a lead Registered Provider. If we are to be successful then we need to demonstrate:

- A clear understanding of the diversity, needs, aspirations, and priorities of our customer and stakeholders;
- Embedded effective systems for identifying, achieving and measuring excellence and value for money within each service;
- A robust, forward thinking strategic planning and implementation framework;
- A successful track record of service improvement.

TENANT SERVICES AUTHORITY (TSA) AND THE NEW REGULATORY FRAMEWORK

The TSA's proposals represent a positive and fundamental step-change in housing regulation and will have a far-reaching impact on the way that housing services are delivered in the future. Significantly, greater flexibilities and freedoms for landlords is being proposed under the Framework and that should support OVH in the delivery of services that are tailored specifically to the needs of our customers and communities. This is a new system of regulation that will affect all providers of social housing and that will require organisational change across the sector. The challenge for OVH, as with all Registered Providers, will be to assess the implications of the new regulatory framework, translate the requirements into practice, and evidence compliance through the delivery of excellent services to our customers.

DIVERSIFICATION AND THE AVAILABILITY / AFFORDABILITY OF FINANCE

Since the creation of OVH, our priority has been to deliver on the promises included in the 'offer document', and to position the organisation to be able to grow in the future, whether that be in stock numbers through a development programme, acquisition of properties from other landlords, or the delivery of services on behalf of others. The crisis in global financial markets has severely impacted on both the cost and availability of finance, and whilst OVH has a formal loan agreement in place for all current commitments, re-financing to fund future growth would need to take account of the higher borrowing rates and margins and more stringent loan conditions that are currently being applied by funders to the sector.

PARTNERSHIP WORKING

Crucial to our success is the ongoing development of effective partnerships with local key agencies in order to ensure the maximisation all of the available resources within our neighbourhoods. OVH is the largest social landlord operating within Sefton, responsible for circa 11,700 properties, circa 65% of the homes are available for social rent. We strongly support the Local Strategic Partnership where key agencies sit together with the aim of ensuring that all resources are joined up, and, where possible are targeted more effectively. OVH is proud to sit alongside our key partners who include statutory, voluntary and private sector organisations, who like OVH, see this as an opportunity for working together for the benefit of our community

GREEN AGENDA/CORPORATE SOCIAL RESPONSIBILITY

Increasingly successful businesses not only need to fulfil their economic obligations, but also have to be socially responsible to stay competitive. OVH is committed to contributing to an environmentally sustainable future and we will strive to improve the impact we make on the environment, ranging from the way the business operates day-to-day through to the way properties are maintained and redeveloped.

PROVISION OF FACILITIES MANAGEMENT SERVICES POST 2011/12

Our current repairs and maintenance service is provided primarily via a Facilities Management contract held by Connaught Plc which runs until 2011/12. A key priority for the organisation going will be to ensure that prior to the contract expiring, a full review of all available options is undertaken so that post 2011/12, we have robust arrangements in place to provide first class facilities management services whether externally procured or "in house" provision, that provide excellent value for money at a price our customers are prepared to pay.

PERSONALISATION/DIVERSITY

OVH recognise that the 'one-size fits all' model does not work, and we aim to understand our customers to ensure we are delivering the services they require in a way that suits them.

Having collected over 90% of profiling information from our customers we understand that generally we have an ageing population with high levels of disabilities. This is generally reflective of the demographics within the Borough; and as such we need to consider how we need to deliver services both now and in the future.

We want to ensure that our services are accessible to all of our customers (*and potential customers*) and that our properties can continue to be homes for our residents for as long as they require.

EFFECTIVE WORKING IN THE WIDER COMMUNITY

At OVH we recognise that to develop thriving communities there is more to be done than just managing and maintaining properties. As such, OVH will continue to focus on a variety of initiatives including the wider financial inclusion agenda, worklessness and other community development initiatives that aim to provide choice and flexibility to our customers as their circumstances change over time.

OUTPUTS/OUTCOMES IN 2010/11

The following key outcomes are by no means exhaustive and service specific priorities are identified in our detailed directorate Service Delivery Plans.

Corporate Objective	Outcome in 2010/11
Develop and implement effective neighbourhood strategies	Successful completion of the Decent Homes Programme and the implementation of the Neighbourhood Asset Management Plans within the agreed deadlines
Deliver excellent services that meet the needs and expectations of customers	Customer satisfaction with OVH services is increased and this is evidenced via the feedback from both the Resident STATUS and other surveys
Continuously improve performance	Achievement of "3 star service, with excellent prospects" assessment from the Audit Commission inspection . All other accreditations retained.

<p>Ensure financial viability, value for money and business stability</p>	<p>Viability evidenced via out-performance of Business Plan targets and retention of Gap Funding.</p> <p>Business stability evidenced via the embedding of the new regulatory requirements and compliance via the Annual Report to our customers.</p>
<p>Deliver services that recognises diversity and offer equality of access</p>	<p>OVH customer satisfaction shows that there is no disparity between the seven equality strands, or where disparity is indicated, plans are agreed in consultation with our customers to address the disparity</p>
<p>Develop an excellent workforce</p>	<p>Implementation of OVH's People Strategy in line with agreed deadlines.</p>

SECTION THREE – OVH SERVICE DELIVERY STRUCTURE

CORPORATE STRUCTURE

Our operational and support services are delivered through four directorates, headed by the Chief Executive and our three Strategic Directors respectively.

CHIEF EXECUTIVE

The Chief Executive's service area is responsible for the following services:

- Human Resource Management
- Learning and Development
- Health and Safety
- Legal Services
- Communications and Marketing
- Press and Media
- Governance

CUSTOMERS AND NEIGHBOURHOODS

The Customer and Neighbourhoods service area is responsible for the following services:

- Customer Service Centre
- Neighbourhood Management and Services
- Supported Housing Services
- Homesearch – Choice Based Lettings
- Anti-Social Behaviour and Preventative Services
- Community Development Initiatives

ASSETS AND REGENERATION

The Assets and Regeneration service area is responsible for the following services:

- Facilities Management Services
- Aids and Adaptations Services
- Regeneration Programme (including Customer Liaison and Environmental Programme)
- Commercial Property Portfolio
- Future Development Programme and Option Appraisals
- Community Development Initiatives

CORPORATE SERVICES

The Corporate Services service area is responsible for the following services:

- Strategic Business Planning
- Treasury and Financial Planning
- Risk Management and Internal Controls
- Income Management and Financial Inclusion
- ICT Strategy and Support Services
- Strategy, Policy and Performance Management
- Customer Intelligence and Engagement

Not included in this document, but derived from and supporting it, are Service Delivery Plans detailing how each service area will contribute to the organisational priorities. In turn the Service Delivery Plans are supported by Team Plans through to individual performance appraisal and personal improvement plans (PAPIPs).

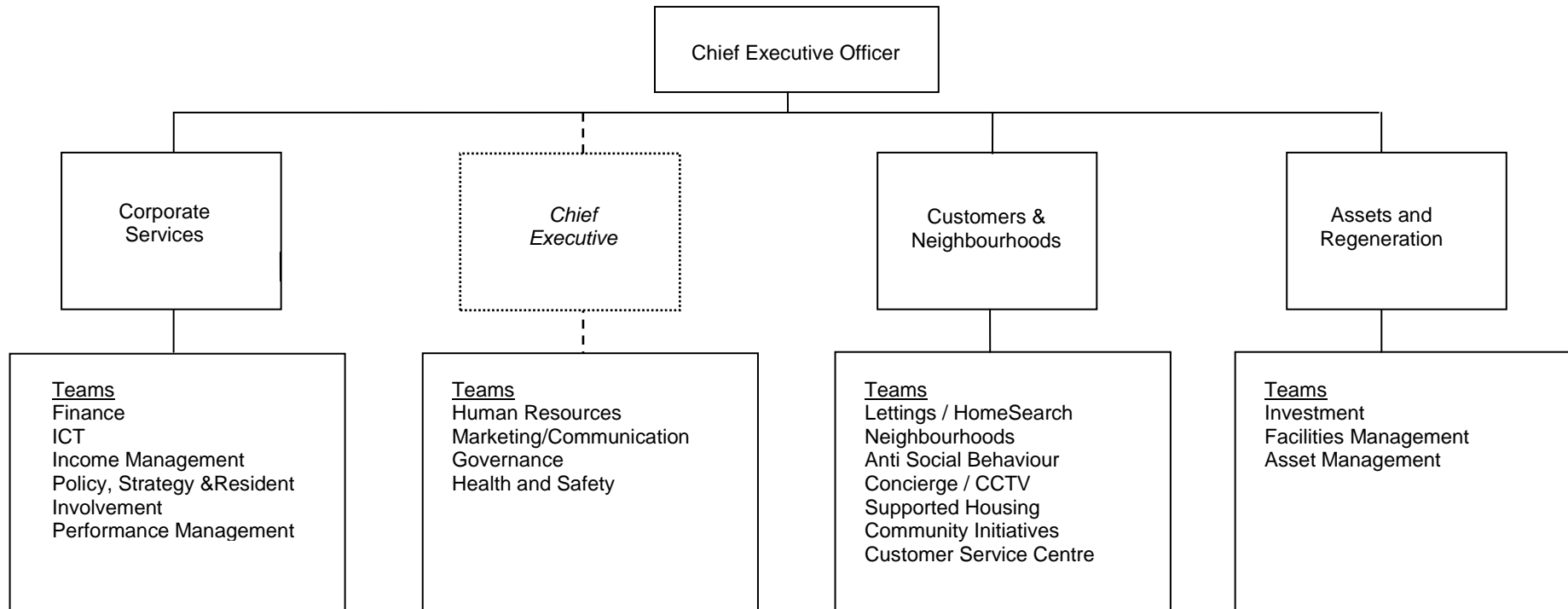
This approach encompasses the “golden thread” which ensures every individual and team in the organisation understands the vision, is clear about their roles and responsibilities, is focused on service outcomes and has the opportunity to influence and take ownership for continual improvement.

Our ambition is for all our employees to feel valued and have a sense of worth and job satisfaction. This is then translated to the customer in the form of “right first time”, excellent quality services, delivered efficiently, effectively and economically.

A structure chart is included below which illustrates where each service sits within the organisation and identifies the teams who work together to help our business succeed.



One Vision Housing – Service Delivery Structure



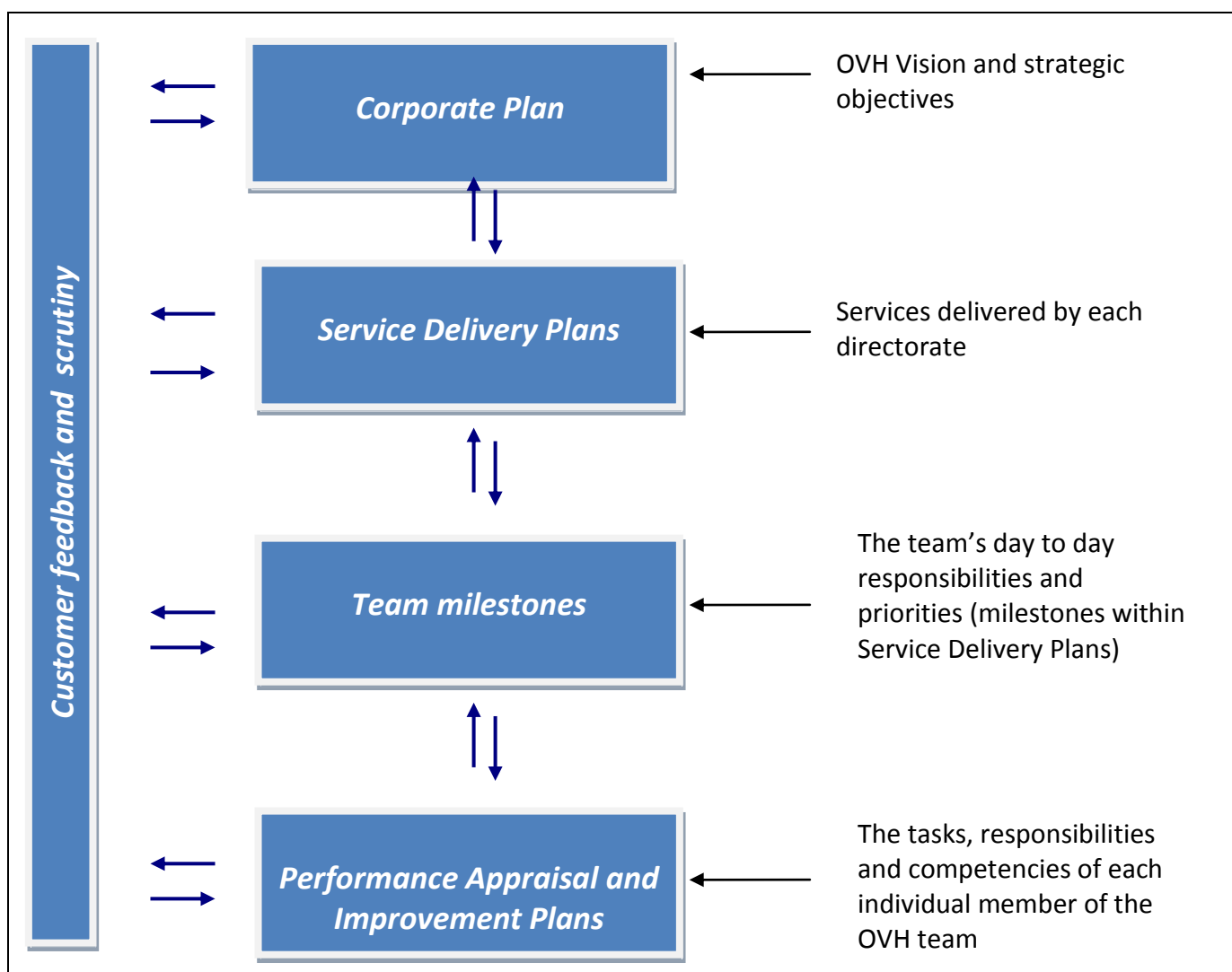
SECTION FOUR – OUR FRAMEWORK FOR SUCCESS

PERFORMANCE MANAGEMENT

One of our central drivers is to continually improve services and performance. The tools and techniques to ensure that this happens are detailed in the association's Performance Management Framework, a document intrinsically linked to the delivery of this Corporate Plan.

Performance information is reviewed monthly by the Executive Management Team (EMT) and scrutinised at monthly performance review meetings attended by all OVH managers. Moreover, performance is reported formally to the Board on a quarterly basis. Performance is also reported to customers through meetings of the Service Review Groups, Customer Scrutiny Panel and is published regularly for all tenants through our 'In Vision' newsletter. Performance information is also gathered and consulted upon through our complaints procedure (formal and informal) and general day to day contact and liaison with our customers.

Essentially, the performance management framework helps to translate the vision and mission into effective and deliverable actions, and demonstrates the organisational (golden) thread. The diagram below illustrates the Performance Management Framework.



RISK MANAGEMENT

OVH has a robust risk management framework and the concept and techniques of risk management are incorporated into the preparation of this and all other documentation. Our Risk Management Strategy is supported by a number of service risk registers which identify and assess the level of risk facing the Association and those actions which are required to be put into place to control and/or mitigate these risks.

The strategic risks and opportunities facing us are summarised below:

- Delivering the Offer Document Promises including the delivery of the Decent Homes Programme on time and within budget
- Ensuring the organisation is compliant with the TSA's new Regulatory Framework
- Sustaining and protecting ongoing viability and liquidity in the current economic climate. This includes adherence to loan covenants, retaining Gap Funding, the achievement of ongoing efficiency targets and ensuring that the effective income collection arrangements are in place. These issues are further highlighted in our "credit crunch" strategy, given the current economic climate
- Maintaining core services and service standards, inspiring loyalty and securing future customer demand for our products and services
- Ensuring that OVH has appropriate Health and Safety arrangements for customers and staff
- Providing efficient and effective Facilities Management services.

Our strategic and operational risks are regularly reviewed and amended so that they remain current and inform our future actions and priorities. Our overall risk approach and culture is monitored and directed through the Business Assurance (Audit) Committee, who are firmly committed to strengthening and continually improving our internal audit controls environment.

KEY DOCUMENTS THAT SUPPORT THE DELIVERY OF THE CORPORATE PLAN AND ONGOING OVH ACTIVITIES

We have developed and are implementing a number of key documents which will help to ensure strategic alignment across the business and support the achievement of our corporate aims and objectives. A brief summary of these documents are listed below:

RISK MANAGEMENT STRATEGY

Our Risk Management Strategy ensures the organisation operates an effective risk management framework that identifies risks and provides a structured approach to managing and monitoring risk at all levels of the business. Our approach to risk management will play an important part in helping to identify when a corporate objective may be at risk of delay or non-delivery.

RESIDENT INVOLVEMENT STRATEGY

A fundamental and important element of the achievement of excellence is the development of a high quality customer experience. To do this we need to understand more about our current and future customers' expectations of the services we deliver. Our Resident Involvement Strategy outlines how Residents can get involved in playing a meaningful role in the development and ongoing delivery of high quality homes, services and communities.

EQUALITY AND DIVERSITY STRATEGY (SINGLE EQUALITIES SCHEME)

Our Equality & Diversity Strategy provides a framework for all equality and diversity activity for OVH. Our strategy aims to ensure that everyone has equal access to services and employment, and that our services meet the needs of our diverse customers.

PEOPLE STRATEGY

OVH's People Strategy aims to energise our teams to work towards the achievement of our corporate objectives. The strategy will enable us to develop a more skilled and motivated workforce crucial to the delivery of excellent customer service and continuous improvement and innovation.

CUSTOMER CONTACT STRATEGY

Our Customer Contact Strategy is about how we will deliver high quality, responsive, value for money, accessible services to our communities and our customers. The strategy outlines our aspirations to deliver modern, progressive customer services, taking full advantage of new and emerging technologies, to support the ongoing development of a strong brand and the delivery of service excellence.

NEIGHBOURHOOD ASSET MANAGEMENT STRATEGY

Our Asset Management Strategy provides a clear framework for making investment decisions about the physical requirements of our stock and neighbourhoods, as well as the aspirations of our customers, to ensure our communities are well maintained and improved.

VALUE FOR MONEY STRATEGY / PROCUREMENT STRATEGY

Our Value for Money (VFM) Strategy sets out how we apply and approach VFM consistently throughout the organisation to support our vision and values, reflect our customers' priorities and ensure that both external and internal resources are fit for purpose and deliver on-going efficiencies. Effective procurement is essential in obtaining best value across the organisation and by adopting modern procurement practices we ensure that externally provided resources are selected and managed through effective and transparent procedures.

COMMUNITY DEVELOPMENT STRATEGY

Our Community Development Strategy aims to promote a systematic and comprehensive approach to community development ensuring that positive and cost effective results are realised. Involving our communities is central to the continued development and improvement of our neighbourhoods.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY

We believe that the innovative use of ICT is essential to support the provision of efficient, customer focussed services and our ICT Strategy sets out a clear and coherent framework for the future development of the Association's ICT systems and infrastructure that will support the ambitions of the business.

FINANCIAL INCLUSION STRATEGY

Our Financial Inclusion Strategy sets out our plans to boost our customers spending power and to combat financial exclusion. This will directly influence the quality of life for our residents, and supports our commitment to creating sustainable and inclusive communities.

SECTION FIVE – OUR FINANCIAL PLANS FOR THE NEXT FIVE YEARS

In order to maintain and ensure our continued viability, OVH projects its financial plans into the future maintaining a five year Medium Term Financial Plan and a 30-year Financial Business Plan, which is closely monitored throughout each year and reviewed on an annual basis.

By regularly reviewing and updating our financial plans we are able to demonstrate our ability to repay the loans we need to enable the promises we made to be delivered and to understand the impact of the risks we face.

This approach will enable us to have a long-term future within the areas we operate and allow us to better respond to changes, for example in interest rates and/or inflation.

Our financial forecast for the next 5 years is summarised in the table below, and allows for our spending plans. Income is mainly from rents, though income from Gap Funding is included in both 2010/11 and 2011/12 in line with the commitment made prior to stock transfer with the Department for Communities and Local Government (DCLG), now the Homes and Communities Agency (HCA).

Currently, we expect to have to borrow, in total, around £48m in addition to our income over the next 5 years to deliver our plans and promises. This borrowing will be repaid over the next 25 years.

The income and expenditure table below indicates large deficits (or losses), which are due to significant levels of spending on our regeneration programmes. This is expected at this stage of an organisation where homes have been purchased under a stock transfer arrangement from the local authority.

OVH Income and Expenditure account forecasts	Budget Year				
	2010/11	2011/12	2012/13	2013/14	2014/15
	£ Million				
Total Income inc. Gap Funding receipts	(45.0)	(44.3)	(42.9)	(44.3)	(45.8)
Total Repairs and improvements to homes	59.3	34.4	32.0	28.6	26.6
Total staffing, overhead costs	12.9	13.6	13.7	14.1	14.3
Other costs including Loan and Bank Interest charges	2.8	3.4	4.2	5.4	5.6
Total Expenditure	75.0	51.4	49.9	48.2	46.5
Total Deficit for the year	30.0	7.1	7.0	3.9	0.7

(Please note that the above table excludes any capitalisation of expenditure)