

**We can
excel**

Shaping the Future

**THE REGENDA
GROUP CORPORATE PLAN
2008-2011**

Foreword

Welcome to Regenda's Group Corporate Plan for the period from April 2008 to March 2011.

What is Regenda?

Regenda is a North-West based housing group providing homes through a variety of tenures to over 11,500 households across the region. We are a group that has grown rapidly since 2002 and now includes Maritime Housing Association; Templar Housing Association; West Pennine Housing Association; Limehurst Village Trust and Wyre Housing Association. As well as providing homes for our residents, we are a founder member of the "Riverside Partnership" development consortium. We are also actively involved in a wide range of neighbourhood regeneration activity that increases people's opportunities to improve their wider quality of life.

Purpose of the plan

The plan has three main uses.

- To communicate to our key stakeholders, including our residents, what we aim to achieve over the next three years.
- To explain in broad terms how we will realise our aims.
- To describe how we'll measure our success.

The plan itself has been shaped by the following factors which we believe will be important influences on our work over the next three years:

- An increasing demand from customers for services that give them choice, reflect their individual needs and over which they have influence.
- An increasing expectation that services are tailored to meet local needs.
- A continued growth in the requirement for good quality, affordable housing and other housing solutions in the

North West.

- A growth in the number of older people and other social changes that are increasing the needs for a broader range of services.

These factors have led to policy responses from government and other agencies which we have also taken into account in developing our plan. The most important of these policy responses are:

- A growing emphasis on organisations working in partnership with each other to develop joined up solutions to the needs of individuals and wider communities in ways which increase quality, choice and value for money.
- At the same time, trying to increase quality, choice and value for money by stimulating competition between existing providers and new ones.
- Ensuring services are accessible and relevant to the needs of an increasingly diverse society.
- Ensuring services reflect the needs and wishes of local communities and help to increase their "cohesion and capacity" in the process.

In developing this plan, we have also listened to what our customers and stakeholders see as our strengths and what they believe we need to do to get even better - given the changing world we work in.

We hope this plan clearly explains what we intend to do to achieve our mission of making the North West a better place to live.

Bernard Gallagher
Group Chief Executive

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Our mission, vision and objectives

Our mission is to “**make the North West a better place to live**”. Our vision in realising this mission is to be a “**leading, independent regeneration group**”.

A lot has been done over the past three years to realise this mission and vision in response to many of the challenges and opportunities identified in the foreword. In particular, we have:

- Invested heavily in our people, systems and ways of working to deliver good quality services in an increasingly efficient way.
- Listened to our customers and acted on what they say.
- Focused our activity in the North West so we can build up good relationships with customers and partners and target our resources so they really make a difference.
- Become a founder member of The Riverside Partnership development consortium.
- Developed new ways of delivering our maintenance services based on open partnerships with our contractors.
- Built a strong reputation for developing and delivering services to home owners and people aspiring to home ownership.
- Worked with others to improve people’s lives by improving the environment they live in and their employment opportunities.

This plan sets out what we will do to build on these achievements in delivering our mission and vision. To do this we have developed the following corporate

objectives that we believe we must deliver to succeed:

- *We will place at our heart the provision of top class services that are tailored to our diverse customers’ individual needs and that enable them to live as safely and independently as possible in their own homes (“**Objective 1 - Customer Services**”).*
- *In partnership with others, we will invest in the diverse neighbourhoods where our existing customers live to make them sustainable places in which people can and want to stay. In doing so, and where necessary, we will develop and deliver innovative products and services and act as an advocate for our customers (“**Objective 2 - Neighbourhoods and Places**”).*
- *We shall build and maintain quality homes that meet people’s needs and aspirations in places where they want to live (“**Objective 3 - Homes**”).*
- *We will grow in other ways and other places where doing so can improve people’s quality of life and also benefit our existing customers (“**Objective 4 - Growth**”).*

These objectives are intended to be high level and long term in nature. The next section of the plan describes what we will do to achieve each of them and how progress in doing so will be measured.

Customer Services

(a) We will provide a top rated housing service

- We will work with our customers to define what a top rated service looks like.
- We will be 80% compliant with all relevant Audit Commission Key Lines of Enquiry by the end of three years and 100% compliant at the end of five.
- We will set increasingly challenging customer satisfaction targets over the plan's life and aim for 95% of our residents to be satisfied or very satisfied with overall service at the end of it.
- We will set and meet targets to ensure we are in the top quartile of social housing providers for quality and value for money across all our services.
- We will ensure that these targets reflect the differences in our customers' needs.

(b) We will develop and deliver a range of services that enable vulnerable residents to remain in their homes and help to create sustainable communities.

- We will agree with our customers on what we mean by a "vulnerable resident" and the type and quality of services they need to live in one of our homes and enjoy a good quality of life for as long as they can.
- We will identify our vulnerable residents and ensure that our information about them is kept up to date.
- We will define the range and standards of services we will provide to different groups of vulnerable residents.

- We will identify ways of delivering these services at a local level and, where relevant, agree with other agencies what level of service they will provide to our residents in ways that offer the best value for money to everyone involved. As a result our involvement in this provision might range from us directly providing the services to our residents to us signposting them to other agencies.
- We will provide information to vulnerable residents that will enable them to choose from the services we offer them.

(c) We will increase the influence residents have over the services they receive from us.

- We will work with our boards and residents to agree and implement the best way for customers to shape and influence our decision-making – prioritising matters of most concern and relevance to them in the process.
- We will work with our boards and residents to agree the decision-making powers our regional consultative councils will have. We will measure our performance in acting on feedback we receive from our residents and report the results to them.
- We will ensure that 70% of our residents are satisfied or very satisfied with the opportunities they have to influence the services they receive from us.

(d) We will ensure our residents feel they can live safely in their homes and neighbourhoods.

We will do this by developing plans and services based on what needs to be done locally and measure their success against the following targets:

- 70% of our residents will feel they can live safely in their homes and neighbourhoods.
- We will be 100% compliant with the government's "Respect" standard.
- We will influence other agencies which help to make our homes and neighbourhoods safer to live in.
- We will increase caretaker provision where residents want this and we can afford to deliver it.

Neighbourhoods and places

(a) We will collaborate with our residents and their communities to find ways of enhancing their opportunities and wider quality of life.

- We will offer residents a choice in how we collaborate with them to identify what will improve opportunities and the quality of life in the places where they live.
- We will develop and continuously refine an index to measure the "health" of the neighbourhoods where we work in terms of the level of opportunity, sustainability and quality of life they offer to people living in them (known as the "neighbourhood health index").
- We will ensure all our residents are clear about both what we will and won't do to improve opportunities and quality of life in the places where they live. We will use the "LIFE" (Lead, Influence, Follow and Exit) model to inform this process.

(b) Working with others, we will intervene in neighbourhoods where we own substantial stock and need to take steps to enhance their sustainability and safety.

- We will identify those neighbourhoods which require most intervention to enhance their sustainability and safety.
- We will develop and deliver 3-year plans for these priority neighbourhoods (known as "neighbourhood plans") that set out what we have agreed with our

residents and partners that we will do to improve opportunity and quality of life in them.

- We will develop a fair and transparent system for deciding how to allocate our resources between neighbourhoods to support the implementation of their plans.
- We will develop appropriate partnerships with local agencies and organisations to develop and deliver our neighbourhood plans.
- We will identify all the resources at a local level that we can combine with our own to implement these neighbourhood plans.
- We will use this information to set targets for the level of resources we can lever in from external sources to combine with our own to implement our neighbourhood plans.

(c) We will measure the impact of our neighbourhood activity to inform our future planning

- We will ensure our neighbourhood plans set out in clear, measurable terms the improvements they are designed to bring about and when they will be delivered
- We will use our "neighbourhood health index" to review how our neighbourhood plans realise their targets for improving opportunity, sustainability and quality of life. The timescales for achieving improvements set out in the plans

themselves will determine when we carry out these reviews.

- We will work with our residents to understand the results of these reviews and use this knowledge to revise neighbourhood plans and identify any further action required to improve opportunities or quality of life in the places they cover.

(d) We will develop “estate” or “scheme” plans for the Group’s stock in places not covered by neighbourhood plans.

- We will work with residents to understand what we could do to maintain or enhance the sustainability of their schemes or estates and produce annual plans to communicate to them what we will do in response.

(e) We will identify areas of stock where it would be appropriate to develop alternative options for management or ownership.

Homes

(a) We will build 750 homes over the life of the plan

- We will aim to build 250 homes a year
- We will develop these homes through a “mix” in terms of how they are funded, their tenure types and the needs they will meet. Our current target for the mix we want is set out below. However, we will keep this under review in the light of changing conditions:

Affordable Rent	32%
Homebuy	24%
Market sale	16%
Sub-market sale	8%
Support housing	10%
Market rent	10%

(b) We will explore and use low carbon technology in the design and construction of our homes.

- We will carry out a range of demonstration projects to deliver low carbon emissions before 2013.

(c) We will comply with the “Decent Home Standard” by March 2010

(d) We will develop a new “Regenda Homes” property standard

- We will develop an enhanced property standard and implement it where it is cost-effective for us to do so
- 95% of our existing residents will be satisfied or very satisfied with their existing homes.

Growth

(a) We will increase the share of the group’s turnover derived from sources other than its own rent and capital housing grant by 50%.

- We will identify and secure new sources of capital and revenue that we can use to provide a range of products and services that will improve quality of life for our residents or the wider communities they are part of.
- We will expand Regenda Landscapes by researching and

winning new business from new customers and by developing plans to expand the range of products and services it offers.

- We will research opportunities to invest in other new businesses, or to expand existing ones, where we can demonstrably improve the quality of the service and generate more added value to customers or the wider community.

(b) We will derive better value for customers from the income the group currently receives for its existing services.

- We will research the scope to bring "in house" any of the group's housing or community services (such as window and communal cleaning) that are currently contracted out where we can demonstrably improve their quality

and generate more added value for customers and the community.

(c) We will bring three new partners into the group.

- We will seek to grow through merger by identifying and negotiating with organisations that will complement the work of the group and add to its capacity and capability.

Our values and ways of working

At Regenda, we have always known that **how** we work influences our ability to do what we want to as effectively as possible. Therefore, we will ensure that our ways of

(a) We will be open, accountable and respectful in our relationships and dealings with others, working in a spirit of co-operation and partnership.

- We will regularly seek and act on feedback from our own people and other key stakeholders about how far our ways of working actually reflect these values.

(b) We will continue to create a good place to work with an innovative, "can do" culture where people understand their roles, have the knowledge and skills they need and work well together.

- We will design indicators to measure how far we work this way and set challenging targets to improve our performance.

(c) We will be responsive to the diverse needs of the people and communities we work with and for – and those of our own staff and members. We will work in ways that include and empower them.

- We will set, review and monitor targets against a range of indicators to measure our performance in creating more equality of opportunity for the diverse communities we aim to serve.

working and relationships with others reflect a number of key principles set out below.

(d) We will be environmentally responsible in the way we work and the resources we use.

- We will aim to use our resources in ways that help to make the North West a greener place to live

(e) We will continue to increase our productivity and deliver the best value we can.

- We will set and deliver annual efficiency targets that are designed to support the delivery of this plan – particularly where resources need re-directing to do this.
- We will reduce our absence levels to 2.75%

Planning for success

In developing this plan, we have estimated the level of resources we will need to deliver it.

Our planning and budgeting process will be key to this and we will continue to adopt the following principles in our approach to this:

- Set clear targets across all areas of our operations and services.
- Develop annual plans and supporting budgets that are subject to half-yearly review.
- Regularly review the risks we face and our approach to managing them. Where necessary, we will adjust our objectives, plans and targets in response.