



CORPORATE PLAN 2024-29

OUR VISION

Our vision is that older people in Hornsey and Haringey can live in good homes which are genuinely affordable and promote independence, choice and inclusion.

OUR PURPOSE

Our purpose is to help older people who need social housing in Hornsey and Haringey to live securely and independently. We will achieve this by providing and investing in good quality homes, responsive services and opportunities for tenants to be involved and connect with support when they need it.

OUR VALUES - WE STRIVE ALWAYS TO BE

CARING

IN OUR THOUGHTS AND ACTIONS

COLLABORATIVE

IN OUR APPROACH

CURIOUS

ABOUT WAYS TO IMPROVE

COMMITTED

TO ACHIEVING GOOD OUTCOMES

OUR THREE UNDERPINNING PRINCIPLES

We are delivering better **homes for the future**

Better homes through -

Investing in safety & accessibility

Planned improvements

New developments

We make a bigger difference by **working together**

Together with -

Tenants

Haringey Council

Local partners

We need organisational **strength and stability** to succeed

Strength in -

Financial resilience

Good governance

A motivated and settled staff team

OUR FIVE STRATEGIC GOALS



1

SUPPORTED TENANTS, WELL MANAGED NEIGHBOURHOODS

AIMS

We **listen** to our tenants and **respond** to their needs

We have **well-managed** residential environments

We are **proactive** in addressing property misuse and anti-social behaviour

MEASURES OF SUCCESS

- Tenants believe the Trust takes their views into account
- Our staff maintain regular contact with our tenants and are up to date on their needs
- The Trust provides regular opportunity for tenant feedback
- Complaints are well managed and we follow up to confirm resolution
- The Trust keeps tenants informed about service developments

- Tenants report satisfaction with the condition of communal and external areas
- Our staff visit and inspect communal areas regularly and act on issues identified
- Communal and external areas are designed to be practical in their use
- We manage our cleaning & grounds maintenance contracts well

- Our staff keep tenancy audits under regular review and ensure our properties are being used for their intended purpose
- We help tenants who need additional support to have access to it
- Our tenants are satisfied with how well we work to prevent and address incidences of anti-social behaviour
- Our staff work closely with external agencies to address estate management issues and anti-social behaviour

2

SAFE, SECURE, ENERGY EFFICIENT HOMES

AIMS

We ensure that our homes are **safely & securely managed** and maintained

We **reduce** home **running costs** and **increase comfort** for tenants

We work towards **environmental sustainability** in managing our assets

MEASURES OF SUCCESS

- 100% compliance across 6 areas of property safety
 - Our buildings are secure environments for our tenants to live in
 - We reduce incidences of damp and mould in our properties and manage all cases where it is evident
 - We have accurate asset management data about our properties
 - Staff safety is maximised in the delivery of our services
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- Our heating systems and energy contracts are managed to ensure affordable running costs for tenants
 - Planned maintenance of homes provides warmth in winter and avoids overheating in summer
 - We support tenants where possible with advice on available financial assistance to help with energy costs
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- We have implemented a sustainability strategy and action plan
 - We have a deliverable plan for EPC C compliance by 2030
 - We have secured SHDF/ other available grant funding to support decarbonisation of our assets
 - Our contractors evidence meeting sustainability targets

3

TRUSTED AND RESPONSIVE SERVICES

AIMS

We have a repairs service which our **tenants can rely on**

We offer a **person-centred** approach to delivering all services

We have a **motivated and high performing** team

MEASURES OF SUCCESS

- Tenants report overall satisfaction with our responsive repairs service
- Tenants report satisfaction with time taken to complete repairs in full
- We have reduced incidence of disrepair in our homes

- Tenants have access to different methods to report repairs and check on the status of them
- We offer flexibility in our appointments repairs & other services
- We respond to personal needs in arranging and communicating about our services

- Staff surveys indicate high levels of motivation and satisfaction
- Our repairs service demonstrates high levels of productivity and successful resolution
- Tenants are satisfied with the professionalism and attitude of our staff

4

NEW HOMES AND PARTNERSHIPS

AIMS

We develop **new homes** to replace old and **improve conditions** for tenants

We have a **co-produced** vision of **quality** in new homes for older people

We develop **partnerships** to maximise our potential to provide **better homes** and **services**

MEASURES OF SUCCESS

- We have constructed 20 new homes across the business plan period
- We have a well-managed development process
- We have a plan for disposal of assets which are problematic in terms of meeting tenant needs or business sustainability

- We have successfully implemented the use of our co-produced design brief for new homes
- Tenants report satisfaction with the quality of new homes
- We have worked with Haringey Council to influence better homes for older people for the future

- We have maximised grant funding via the North River Alliance and utilised our loan funding to support delivery of new homes
- We have established relationships with other community organisations who can meet our tenants' support needs
- We have explored and undertaken new strategic projects in conjunction with local partners to improve efficiencies

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A HEALTHY, DIVERSE & CONNECTED COMMUNITY

AIMS

We promote the **health & wellbeing** of our tenants and staff

We use our **hubs and communication tools** to help tenants and staff to feel more connected

We celebrate our **strength in diversity** and develop **connections** throughout our community

MEASURES OF SUCCESS

- Our programme of tenant engagement activity has a strong emphasis on health & wellbeing
 - We maximise opportunities for volunteering within our tenant base
 - Our staff sickness is low and staff report successful use of our range of health & wellbeing resources
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- The design and use of our Hubs is fully informed by tenants
 - Street property tenants feel more connected to our services via the Hubs model
 - We run a diverse programme of community events & volunteering at our Hubs
 - Our IT systems and digital connections are designed to ensure optimal performance of our Hubs
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- We have good quality data on the diversity of our tenants
 - Our Board, committees and staff team reflects the diversity of our tenants
 - We realise opportunities to work with other local organisations to complement our work and promote activities for a wide range of needs and interests