

## **Teign Housing 5 year corporate direction 2014 – 2019 (reviewed 2016)**

### **Our Vision**

We are dedicated to raising the standard of our housing services in Teignbridge through investment and adapting to changing needs. We are committed to working with our tenants and partners to provide opportunities and develop thriving communities in our local area.

### **Our Values**

#### **Respect**

We treat people with respect and compassion and we are empowered to improve the wellbeing of people living in Teignbridge. We all, with our contractors and partners, work as part of *team Teign*.

#### **Proud and passionate**

We provide high levels of customer service. We work with pride and passion, going above and beyond to get things done.

#### **Resourcefulness**

We maximise our resources through innovation, careful spending and providing excellent value for money. We look for opportunities to expand the business by building new homes and regenerating existing homes. We recognise our role in supporting the local economy.

#### **Ambitious**

We are a small housing association with big ambitions and we will be the best we can.

### Strategic Aim: People and places

We will build neighbourhoods and communities where people of any age want to live. Working with our partners, we will engage with communities across Teignbridge to make sure that our tenants enjoy where they live. We will encourage projects that bring neighbours and communities together in a way that is personal to them. The objectives that support these aims are:

Aim	Owner	What we will do	How we will achieve this	How we will measure our success
Sustainable tenancies	Head of Housing	<p>Deliver and manage a range of tenancies that are right for our customers and support them in enjoying and sustaining their homes</p> <p>Enable, where necessary, movement amongst the stock, whilst supporting the government's agenda for localism and tenancy reform</p>	<p>Ensure that the appropriate tenancy type is offered to new and existing tenants</p> <p>Encourage and facilitate moves that improve the circumstances of the tenant (eg downsizing or up sizing)</p>	<p>Maintain low eviction levels</p> <p>Monitor numbers of exchanges, ensuring affordable rent tenancies are let</p> <p>Produce data on mobility rates between tenancies</p> <p>Monitoring downsizing activity</p>
Manage neighbourhoods – ASB and nuisance management	Head of Housing	<p>Review existing procedures from the business and customer perspective</p> <p>Support staff in effective</p>	<p>Improve our ASB processing</p> <p>Explore ways to reduce timescales and improve</p>	<p>Customer Satisfaction</p> <p>Case numbers</p>

		<p>case management</p> <p>Review and implement good practice</p> <p>Raise awareness of the impact of ASB on individuals and communities</p> <p>Take appropriate action to address and identify the causes of ASB</p>	<p>satisfaction</p> <p>Chair the Devon and Cornwall ASB forum</p> <p>Targeted events in hotspot areas/groups</p> <p>Work in partnership with other agencies to facilitate community events to raise pride in the community</p> <p>Review the way that the Housing Management service is provided to ensure efficiency and value for money</p>	<p>Balanced Scorecard</p> <p>Evaluation of events</p> <p>Successful implementation of IT system</p> <p>Measure against defined objectives in the strategy</p>
Delivering services for older people	Head of Housing	Implement our Older Persons strategy including Health and wellbeing.	Provide a tailored support service to meet our tenants' needs	Reduction in admissions to hospital

		<p>Ensure that we are in a position to deliver older peoples services in conjunction with partners.</p>	<p>Organise events around Health and Wellbeing</p> <p>Expand the service to include our general needs tenants and private residents</p> <p>Work to support hospital discharges</p>	<p>Improved customer satisfaction</p> <p>Increased numbers of residents accessing the service</p>
Developing communities	Head of Housing	<p>Target external funding opportunities that deliver innovative and developmental programmes that our tenants can access and benefit from</p> <p>Support communities to identify their needs and priorities and provide support to meet them</p>	<p>Identify any key area for priority and ensure external funding and resident commitment is established before engaging</p>	<p>Evaluation of events</p> <p>Increased customer satisfaction</p> <p>Reduced ASB</p> <p>Monitor take up of initiatives</p>

Working in partnership	Head of Housing	Working with Teignbridge District Council and other partners to provide the best possible housing services to our customers	Work together to deliver on the area Housing Strategy for Teignbridge	<p>New developments</p> <p>Reduced letting times</p> <p>Flexibility of tenure</p>

**Strategic Aim: Homes and maintenance**

We will build and maintain our homes to the Teign standard by providing our tenants with good quality repairs, maintenance and safety check services. We will offer a responsive repairs service that provides appointment choices and a “right first time” approach. The objectives that support these aims are:

Aim	Owner	What we will do	How we will achieve this	How we will measure our success
Provide a high quality repairs and maintenance service	Head of Asset Management and Development	<p>Provide a Responsive Repairs service that continues to offer appointment choices to suit our customers</p> <p>Procure and produce a new Planned Maintenance programme to cover the next 5 years.</p>	<p>Effective procurement of new Responsive, Planned, Void and Adaptation contracts</p> <p>Provide our repairs team with mobile technology which supports the focus on a right first time approach</p> <p>Develop relationships in new grounds maintenance contract</p>	<p>Improved customer satisfaction</p> <p>Maintaining the standard of our homes</p>
Well managed housing assets	Head of Asset Management and Development	Develop new Asset Management strategy with holistic approach to considering best use for	Review and update our planned maintenance programme	<p>Improved customer satisfaction</p> <p>Improve information and</p>

		<p>stock, ensure it is fit for purpose and achieving VFM</p> <p>Implement new Asset Modelling Tool to proactively manage the stock and consider disposal or re-designation of high cost assets</p> <p>Continue to utilise renewable technologies</p>	<p>Explore the use of green technologies to reduce environmental impact and provide affordable warmth</p> <p>Utilise our partners and the Advantage South West group to procure economically</p>	<p>timescales on Planned maintenance information to our customers</p>
Teign Standard	Head of Asset Management and Development	Maintain homes to the Teign Standard	<p>Develop a rolling “fast track” programme of stock condition surveys to ensure that we maintain our homes to the Teign Standard and inform the business plan</p> <p>Map the Teign Standard to HHSRS in preference to Decent Homes</p>	<p>Evaluation of programme</p> <p>Resources targeted at where they are most needed</p> <p>Improved Value for Money</p>

Reliable out of hours service	Head of Asset Management and Development	<p>Manage and monitor OOH phone contract (Careline)</p> <p>Include out of hours repairs service in new responsive repairs contract procurement</p>	<p>Expand our offer of appointment times to include out of office hour appointments</p>	<p>Measure satisfaction with new contract</p> <p>Balanced scorecard</p> <p>Digital satisfaction options</p>
Compliant landlord safety checks	Head of Asset Management and Development	<p>Ensure effective and timely compliance contracts are in place</p> <p>Work with our partners to raise awareness amongst our customers, to keep them healthy and safe in their homes</p>	<p>Develop a rolling and visible programme of compliance procurement</p> <p>Provide articles for in-house publications to raise awareness of compliance and Health and Safety issues for our customers</p>	<p>Compliance statistics on scorecard</p> <p>Accident reports</p> <p>Health and Safety</p> <p>Audit</p>
Reducing the costs of maintenance	Head of Asset Management and Development	<p>Develop a revised cost model for responsive maintenance and voids</p>	<p>Implementation of the ROS (Repairs Ordering Schedule) in place of the standard Schedule of Rates as part of the re-procurement of</p>	<p>Reduced time on telephones with customers</p> <p>Less variation between ordered and actual repair</p>



			Maintenance Services	cost values
Reducing departmental overheads	Head of Asset Management and Development	Review make up of departmental structure and responsibilities to develop "SMART" processes	<p>Rationalise roles of Surveyors team (generic)</p> <p>Implement mobile working to reduce office / desk space and increase productivity</p> <p>Rationalise Admin resources across teams to reduce duplication of roles</p> <p>Establishing "Stand Alone" business model for Caretaking, Grounds, Cleaning and Handyman Services</p>	Reduced staff budget and overhead costs
Generating income	Head of Asset Management and Development	Identifying opportunities for sale of services to external organisations	Collaboration with other Registered Provider's and private landlords / companies in same geographic area	Increased income to offset costs

			<p>Offering owner occupiers the opportunity to have planned works carried out in conjunction with Planned works programs</p> <p>Offering owner occupiers the opportunity to have responsive repairs carried out</p> <p>Offering owner occupiers the opportunity to have Gas Servicing and repairs carried out</p> <p>Offering owner occupiers the opportunity to have grounds maintenance, cleaning, handyman services carried out</p>	
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**Strategic Aim: Customers and service**

We will improve our services by finding out what tenants want and need through meaningful consultation. We want tenants to be at the heart of Teign Housing and we will listen and learn from the feedback they give us through complaints, compliments and general enquiries. We will also gather better quality information about our tenants and their households to help us target our money into the right areas and services. It is also important for us to make sure that our services can be accessed fairly by everyone. The objectives that support these aims are:

Aim	Owner	What we will do	How we will achieve this	How we will measure our success
Social value	Head of Customer and Corporate Services	Understand the social, as well as monetary, value of the work we do	Produce a neighbourhood profile twice a year to inform the community development and regeneration strategies  Continue to offer apprenticeships and work with local businesses where appropriate	Social value is regularly assessed and reported to the Senior Management Team
Community pledges	Head of Customer and Corporate Services	Continue to engage with our tenants to develop Community Pledges  Link priority areas into our Annual Report and ensure that progress reports appear in In Touch as priority areas  Implement the role of scrutiny into our Business Monitoring self assessment	Full and meaningful consultation that feeds back to our customers through the Website and In house publications	By producing an annual Resident Involvement Impact statement  Monitoring satisfaction levels of all our involvement groups

		model		
Customer Improvement programme	Head of Customer and Corporate Services	<p>Implementation of the Thrive 5 year strategy to improve customer and staff engagement</p> <p>Prepare Teign Housing for accreditation to Customer Excellence</p> <p>Link in with the Institute of Customer Services to ascertain the latest performance and innovation in the Customer Services sector</p> <p>Continue to develop the work of the multi-purpose contact centre</p> <p>Improve customer satisfaction levels and develop new measurements for customer service</p> <p>Continue to utilise and combine customer journey mapping with the</p>	<p>Embedding a culture that is positive about achieving high levels of customer service</p> <p>Develop procedures to map our customer's experiences when engaging with our services</p> <p>Evaluate those results highlighting areas for change</p>	<p>Monitoring performance through our scorecard</p> <p>Increased customer satisfaction levels</p> <p>Scrutiny panel service reviews</p> <p>Performance reviews</p>

		<p>principles of lean to explore processes from both the business and customer's perspectives</p> <p>Develop the use of E colours awareness models to improve communication and performance</p>		
Respect for people	Director of Services	<p>Increase the profile of the Respect for People group</p> <p>Promote the work of our ambassadors through internal and external publications</p> <p>Provide Equality and Diversity training for all staff, involved tenants, Board members and contractors</p> <p>Review and publicise our adaptations service</p>	<p>Ambassadors to publish updates on legislative information via intranet and website</p> <p>Invite guest speakers to discuss and share experiences</p> <p>Events to raise awareness of issues around the nine protected characteristics.</p> <p>Develop a Teign Housing annual diversity calendar</p>	<p>A culture of respect and appreciation inherent amongst Teign staff and stakeholders</p> <p>Monitoring of any E&amp;D related complaints or enquiries</p>
Involving residents	Head of Customer and Corporate	Provide a full and varied menu of opportunities for our tenants to be	Effective management and marketing of the Tenant and Senior forums	Involvement satisfaction results

	Services	<p>involved in ways that suit their personal lives and commitments</p> <p>Support their development and progression through a skills related training matrix</p> <p>Provide opportunity's for personal development for our tenants</p>	Facilitation of our scrutiny panel	<p>Involved tenant appraisal reviews</p> <p>Evaluation of training</p>
Customer insight	Head of Customer and Corporate Services	<p>To enable us to market and target our services effectively to our customers in a way that suits them, we need to ensure that our community and resident profiling is up to date and the information is regularly maintained</p> <p>We will provide a holistic visual profile of the financial, economic, health and well being factors of all of our neighbourhoods, enabling us to plan and provide effective services where they are needed most</p>	<p>We will continue to input information derived from our STAR surveys, Customer Panels and 5-yearly Resident Census</p> <p>We will continue to develop our community profiling work that will be updated and maintained to provide profiling information that will help us to improve services to tenants and the overall community</p> <p>We will support staff, with training and appropriate software, to check and update</p>	<p>Updating and maintaining data will become a day to day process for all of our staff interacting with our customers</p> <p>Effective planning for our estates ensuring efficiency and VFM</p>

			customer information at each point of contact	
Satisfied customers	Head of Customer and Corporate Services	<p>Ensure that our complaints process is efficient and offers value for money</p> <p>Review information currently collected around customer satisfaction, define what is needed &amp; ensure services are consistent in satisfaction monitoring</p> <p>Review survey methods to ensure best value for money</p>	<p>Review complaints process to reduce time involved</p> <p>Staff training in complaints process built into Corporate Induction</p> <p>Work with Mpathy plus and Housemark to review and improve customer satisfaction measuring, including using text messaging and online surveys wherever possible</p> <p>Develop ways to measure customer empathy</p>	<p>Complaint analysis</p> <p>Balanced scorecard</p> <p>Customer satisfaction surveys</p>
Services to older people (TeignCare)	Head of Housing	Deliver our older persons strategy, ensuring that our services meet the requirements of our ageing population.	<p>Increase marketing activity around the Teigncare / Homesure Services</p> <p>Organise events and presentations to raise awareness of the benefits of the scheme</p> <p>Review and adapt our marketing strategy</p>	Monitor take up rates through our balanced scorecard

			to ensure relevance/effectiveness	
Customer information and access	Head of Customer and Corporate Services/Head of Finance and IT	Produce a 5 year Digital Inclusion strategy for Teign Housing  Raise awareness and promote our new brand .COMunity	In partnership with our stakeholders we will increase electronic access for our customers from 25% to 90% over the next 5 years  We will utilise external training providers to support our tenants to go digital linking into the government's welfare reform agenda for 90% of users accessing benefit support digitally  Introduce Facebook and Twitter as communication choices for our customer by 2015  In conjunction with IT develop a CRM solution that suits the business and provides a joined up approach for customers accessing our services	Increase usage of SeeMyData and repairs report on line  Implement a CRM Solution



			Review our Zeacomm telephone system to maximise its potential for obtaining information from our customers	
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**Strategic Aim: Health and growth**

We will maintain Teign Housing’s position as a healthy and growing organisation by making sure we are financially secure and have a good governance structure. Our Board will make decisions based on good planning, innovation and risk management. As an Investors in People Champion, we will continue to invest in our staff to maximise their potential and provide excellent services. The objectives that support these aims are:

Aim	Owner	What we will do	How we will achieve this	How we will measure our success
High standards of governance and co-regulation	Chief Executive	<p>Ensure the Board remains strong through effective recruitment into vacancies.</p> <p>Support and develop the Resident Scrutiny Panel to audit the Annual Report and conduct 2 service reviews a year</p>	<p>Succession planning for retirements and resignations to include training, induction and shadowing</p> <p>Quarterly scrutiny panel meetings</p>	<p>Ensure a good HCA assessment</p> <p>Scrutiny review actions implemented and performance in reviewed area improved</p>
Investing in our people	Director of Services	<p>Continue to ensure Teign Housing is a great place to work</p> <p>Support staff to achieve in their roles</p> <p>Encourage work/life balance</p>	<p>Review and improve HR/Corporate/Line Manger induction processes</p> <p>Raise employer profile in the community to encourage a high standard of applicants for our vacancies</p>	<p>High levels of staff satisfaction reported through staff survey</p>

		Maintain IIP Gold and Champion status	<p>Coaching/mentoring programme</p> <p>Succession planning to manage retirements</p> <p>Introduce competency based recruitment</p> <p>Offer a flexible benefits suite</p> <p>Implement new HR software</p>	
Business planning	Deputy Chief Executive	Ensure Teign Housing's financial viability	Review and update the 30 year business plan annually	Ensure a good HCA assessment
Business Continuity	Head of Customer and corporate Services	Maintain Teign Housing's Business Continuity plans to support a robust and effective response and recovery in the event of a disaster or crisis	<p>Review and re-issue plans every 6 months</p> <p>Maintain close liaison with TDC Emergency Planning Officer as the category 1 or lead responder for the area</p>	Incident test the plan annually
Risk management	Head of Finance and IT	Continually refine our approach to risk management, maintaining a	Make assurance focus company-wide through training	Substantial or adequate assurance on all internal audits, with swift

		<p>succinct risk map which places focus on assurance.</p>	<p>Work with internal auditors to review key areas of the business</p> <p>Continue to lead on risk through the governance structure</p>	<p>management actions to implement recommendations</p>
Income protection	<p>Head of Finance and IT / Head of Housing</p>	<p>Respond quickly and flexibly to the impacts of welfare reforms</p> <p>Increase awareness of universal credit among tenants</p> <p>Increase the robustness of our approach to recharges</p> <p>Improve satisfaction with service charges</p>	<p>Review government legislation as it is published and plan to minimise the impact on the business and its customers</p> <p>Offer flexible payment methods including Direct Debits by phone</p> <p>Provide information on service charges</p> <p>Continue to offer a Money Matters service</p> <p>Review non rent receivables collection process</p>	<p>Rent and service charge collection rates meet challenging targets</p> <p>Increased satisfaction with rents and service charges</p> <p>Reduced non rent receivables balances</p>

**Strategic Aim: Value and investment**

We will provide cost-effective, efficient and good quality services. As a local housing provider we will develop new affordable homes that allow people to stay in the towns and villages where they grew up and provide for future generations. We will also use our resources to invest in our existing homes so they are more efficient. The objectives that support these aims are:

Aim	Owner	What we will do	How we will achieve this	How we will measure our success
Anticipate and plan for the impact of Benefit changes	Head of Housing	<p>Continue to ensure a high level of rent collection and minimise bad debt</p> <p>Be ready to meet the demands of a changing welfare benefit landscape</p>	<p>Robust management of rent arrears process</p> <p>Offer support and advice on benefit changes</p> <p>Liaise with local authority and other partners</p> <p>Early intervention</p> <p>Introduce more flexibility in payment options</p> <p>Offer support to downsize</p>	<p>Rent and service charge collection rates meet challenging targets</p> <p>Evictions for rent arrears remain low</p> <p>Monitor numbers of successful moves initiated as a result of the under occupation charge</p>

			Ensure appropriate training/advice is provided for all staff involved	
Developing new homes	Deputy Chief Executive	<p>Increase our portfolio of new homes, considering the needs and desires of local communities</p> <p>Consider more innovative and diverse delivery models to maintain viability</p>	<p>Work with Parish Councils, Community Land Trusts and other local groups</p> <p>Work with the HCA to maximise grant opportunity</p> <p>Maintain preferred partner status with the local authority</p>	<p>New homes developed which maximise funding available</p> <p>Customer satisfaction with new homes</p>
Value for money	Deputy Chief Executive	VfM to be a key focus for the foreseeable future	<p>VFM strategy and staff training</p> <p>All projects and new initiatives to be fully supported by an approved Business Case prior to being undertaken</p>	<p>Annual self-assessment</p> <p>Benchmarking with peers to ensure desired performance levels</p>

Best value procurement	Deputy Chief Executive	Procure goods and services to offer best value while meeting legislative requirements	Review procurement policy and procedure  Look into cost sharing opportunities following on from end of VAT sharing agreement  Utilise our partners and the ASW group to procure economically	Benchmarking with peers to ensure desired performance levels
Supporting neighbourhoods	Head of Asset Management and Development	Provide a holistic approach to neighbourhood management which supports benefits for local communities	Proactively manage our Assets to ensure their sustainability and support the business plan	Customer satisfaction with neighbourhood  Social value assessment  Value for money
Benchmarking performance	Deputy Chief Executive	Benchmark our performance to ensure we are performing at the level we have set for ourselves and understand	Continue active membership of HouseMark  Fully costed proposals for	Balanced scorecard  Satisfaction survey

		the costs of improving performance to above average for the sector	service improvements	Benchmarking
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