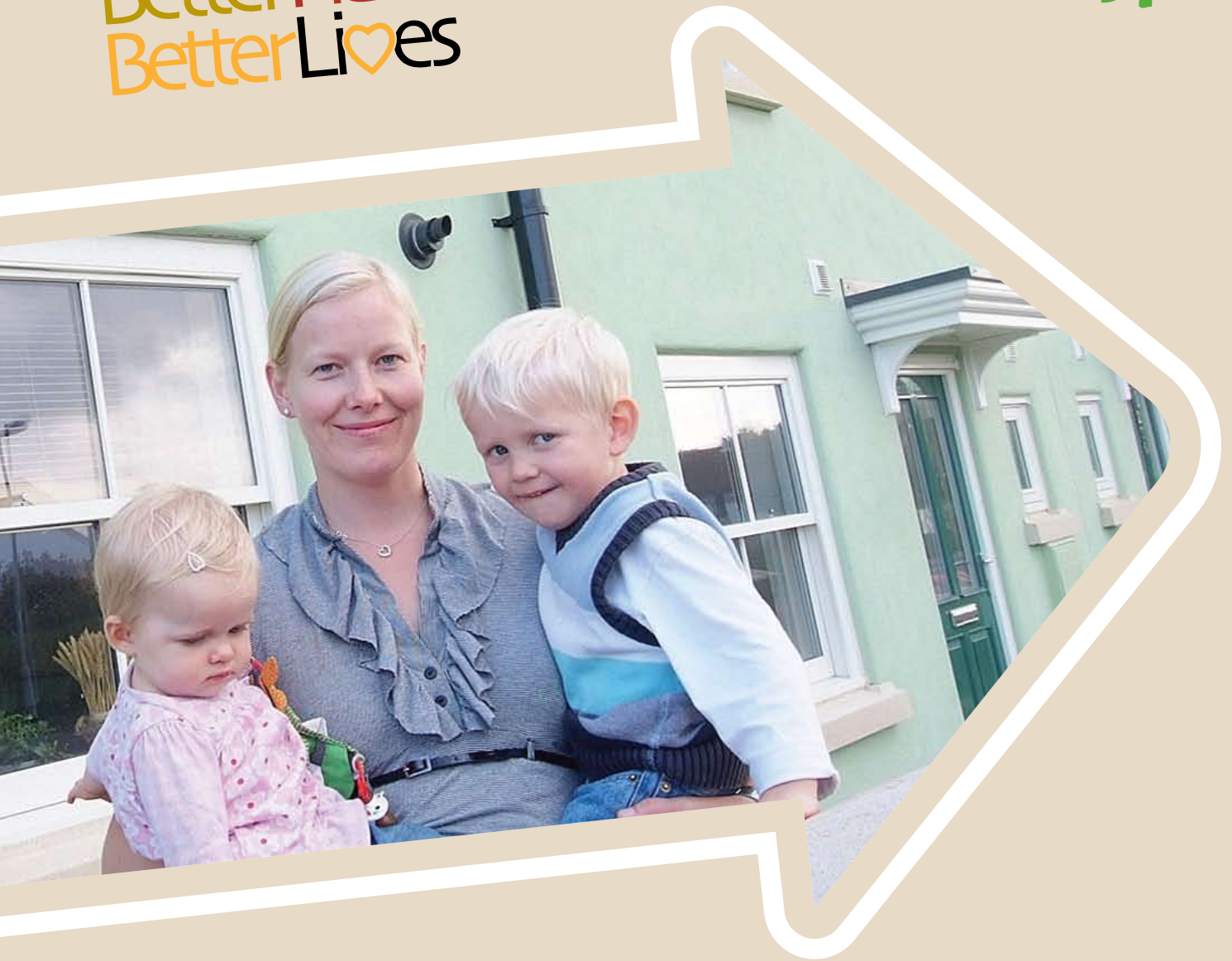


Better Homes
Better Places
Better Lives

Devon & Cornwall
Housing



Our vision



Our values



Our aims



Our goals

Our new group strategy

Summer 2010

Devon & Cornwall
Housing
Trust

TOR homes

PH
Fenwith Housing Association

Devon & Cornwall
Housing
Association

Devon & Cornwall Housing – our new group strategy

We're changing here at Devon & Cornwall Housing. We have a new strategy, and new directions, embedded in our continuing vision of better homes, better places, better lives.

In rapidly changing times, we are well-placed to work with our customers and stakeholders to carry on delivering much needed high-quality value-for-money services.

- managing over 18,000 homes, we are the largest landlord in the south west
- building nearly 2,000 new homes over three years, we are the region's largest developer of affordable housing
- and, with our 700 staff working together across Cornwall and Devon, we make a real difference to a huge number of local people and communities.

Despite the tough housing market, we have continued to deliver successful new investment and regeneration.

We have outperformed our financial targets in tough economic conditions, enabling us to invest further in the region. Through all of this we have supported our wide range of customers, including some of the most vulnerable people in the area.

Importantly, our subsidiaries Penwith Housing Association (PHA), Tor Homes and Devon & Cornwall Housing Association (DCHA) are working closer than ever before to focus on aspirations, outcomes, and value-for-money.

Now, we are building on our success by launching our new strategy for the next three years and beyond.



Our vision

Our vision remains constant and compelling: better homes, better places, better lives.

Confident, innovative and customer-focused, the clarity of our vision is ensuring that the group is going forwards with a strength built on past performance and future aspiration.



Our values

Our evolving values give us a steady compass:

- putting our customers first
- making things happen, and delivering what we promise
- being open, honest and accountable
- promoting equality and fairness
- being responsible about our environmental impact
- value for money being integral to all areas of our work
- always looking for ways to improve.



Our aims

We've listened to our customers and our stakeholders, and we're working together with staff across the organisation to improve our services even more.

Our aims are far-reaching:

- providing affordable high-quality services and homes, and involving our customers in shaping and scrutinising services
- developing affordable high-quality new homes that meet customer needs and aspirations
- supporting and developing our staff, and managing our resources effectively and responsibly
- being a leading regional housing group, working in partnership with stakeholders and local communities.



Our goals

Our 12 new goals are specific, measurable, and challenging.

Each of the 12 goals has supporting standards for services, clearly defined improvement projects, and detailed performance indicators. All customer-facing standards and projects are being shaped by customer priorities, particularly as we develop our co-regulatory framework.

Each of our goals are set out opposite, together with the key projects we are working on this year.

Goals supporting our aim of providing affordable high-quality services and homes, and involving our customers in shaping and scrutinising services

Goal 1: **delivering high-quality, continually improving, customer services**

Some of our highest priority projects for achieving this goal are:

- developing our group-wide local customer service offer, based on achieving a two-star service, and creating an implementation programme with residents
- tailoring services to the needs of individual residents and communities, using profiling data and the Status survey, as well as research on resident priorities
- improving customer services by implementing our new group-wide housing software system, including agreeing unified and streamlined housing management processes across our work.

Goal 2: **involving customers effectively in our governance, service specification and review, working with them in developing:**

- a group-wide resident involvement strategy that supports our customer services
- a suite of service scrutiny processes as part of local resident involvement and service improvement activity
- a group-level customer scrutiny body as part of our new approach to governance and co-regulation.

Goal 3: **developing sustainable and inclusive communities:**

- focusing our resources and expertise on priority action neighbourhoods across the group, ensuring that we support the areas that most need help to thrive
- maximising independence and empowerment of local people and estates, encouraging capacity-building and community development.

Goal 4: **delivering high-quality supported housing services, developing and delivering strategic plans for:**

- Independent Futures, our innovative new community interest company offering support services to vulnerable people
- Call24, our specialist subsidiary offering telecare, personal safety alarms and call response to 9,500 customers.

Goal 5: **maintaining homes to an agreed Devon & Cornwall Housing standard:**

- developing our Devon & Cornwall Housing property standard that goes far beyond Decent Homes, and creating an implementation programme with residents
- improving delivery of all our maintenance service standards, including further expanding our direct maintenance team across the group.

Goal 6: **ensuring that all properties have long-term demand**

- further developing our resilient framework for investment decisions on existing stock, including demand risk, and optimising asset values
- improving our asset management strategy, bringing together all aspects of this work across our group.

Goals supporting our aim of developing affordable high-quality new homes that meet customer needs and aspirations

Goal 7: **contributing to meeting housing need by developing 730 new affordable homes in 2010/11 and 650 in 2011/12 and:**

- continuing our long-term financially sustainable investment in the region, delivering 400 new affordable homes annually from 2012/13 onwards
- working creatively with partners and stakeholders to deliver placemaking and regeneration
- researching new markets, and a wider range of tenures and housing products
- exploring a potential openness to new geographical boundaries, and opportunities for new strategic partnerships.

Goal 8: **achieving customer satisfaction with new homes in the top 25% of developing housing associations:**

- meeting acute housing needs in our area, and the strong demand for high-quality affordable housing
- working with customers and our supply chain to develop and deliver innovative solutions and enhanced Devon & Cornwall Housing design standards
- achieving improved customer satisfaction through learning from, and action on, new group-wide monitoring and reporting processes.



Goals for our aim of supporting and developing our staff, and managing our resources effectively and responsibly

Better Homes Better Places Better Lives

Goal 9: having skilled and motivated staff who live the group values

- taking part again in the Best Companies accreditation, achieving results in 2010 that bring us closer to our target of an outstanding rating
- developing our human resources strategy, incorporating our values and focused on supporting the business
- improving our internal and external communication strategies to maximise the benefits of staff and stakeholder engagement across the group
- developing and delivering the new Devon & Cornwall Housing group training standard for staff and board members, including a management development programme accredited by the Institute of Leadership and Management.

Goal 10: making best use of our resources and financial capacity

- focusing on our change management processes to support our new group strategy, with effective project planning that makes sure we deliver our ambitious work programme
- further improving our strong performance culture right through our work, to achieve all our planned outcomes
- optimising our void turn-round times and income management across the group, maximising our resources to support our planned delivery
- delivering our group value-for-money action plans, achieving and embedding cultural change.



Goals supporting our aim of being a leading regional housing group, working in partnership with stakeholders and local communities

Goal 11: having an effective group structure that adds value to our work

- establishing the governance and staffing structures to deliver our strategy
- developing and achieving a governance action plan including board skills assessment, recruitment, training and remuneration
- building a central services network that supports operational delivery of our strategy, including looking at how IT, telecommunications and office infrastructure can facilitate service delivery to our external and internal customers.

Goal 12: regularly engaging positively with all key stakeholders

- building on the results of our recent stakeholder survey, ensuring that we continually engage with our statutory, community and business partners, and reflect their priorities in developing and delivering our strategies
- creating a series of communications to stakeholders, building on the overview in this briefing, keeping you informed as we further develop and change Devon & Cornwall Housing over the coming months
- listening to your views, making sure you have every opportunity to let us know how we can together make a difference.





What happens next?

Now that our new strategy is in place, we are reviewing our governance structure to make sure it fully supports our vision, aims and goals.

We are proposing to amalgamate Devon & Cornwall Housing Trust (DCHT) and Devon & Cornwall Housing Association (DCHA), to form a new group parent.

The new parent, Devon & Cornwall Housing, will be resourced to deliver our demanding targets. It will provide clear leadership in a group structure that creates value, and targets resources to focus on front-line services.

We are consulting on this from September 2010 with stakeholders, residents, and statutory bodies.

Taking all views into account, we plan to deliver these initial changes by April 2011.

As we continue improving how we work, we will be ensuring that we maintain and enhance our local delivery of services, optimising the presence and value of all brands within the group.

We will be keeping stakeholders in touch with our developing strategy and structures through a series of newsletters over the coming months. In the meantime, let us know if you would like to find out more.

Paul Crawford, Group Chief Executive

Our current group structure



“ Reviewing our governance structure to make sure it fully supports our vision, aims and goals ”

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Would you like to know more about our plans?

As we develop our strategy further, we will be keeping everyone informed through newsletters and briefings.

If you'd like to know more in the meantime, contact **Tom Woodman** tom.woodman@dchgroup.com **01392 814461** or visit our group websites at www.dchgroup.com

“We've listened to our customers and our stakeholders, and we're working together with staff across the organisation to improve our services even more”



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Devon & Cornwall Housing Trust is a registered charity