



**Halton**  
Housing

**OD3** **>** **2020/21**

**DRIVING OUR FUTURE**

**Improving people's lives**



## OD3 2020/21

We are now entering the second year of OD3 – our 3 year corporate plan.

Building on a strong foundation of 2019/20, we're about to embark on the next exciting phase of the strategy – **'Driving our Future'**. To support OD3, we have a robust programme management function – to ensure its success, and at the very core, underpinning everything is our corporate vision: Improving people's lives.

Customers remain at the heart of all we do, but we will continue to innovate, maintain a strong focus on our homes (and build new ones), and further strengthen our position and reputation as a landlord of choice in the borough and beyond.



Customer Focus



Places to be proud of



Growth & Diversification



Healthy Organisation



Well Governed & Financially Viable



Brand & Reputation

## Customer Focus



Customers are our key focus. We will listen to their views, understand their needs and preferences and deliver services that are accessible, high performing and provide value for money. We will be a pioneer for innovative service delivery using insight, digital and AI, whilst ensuring our visible presence within our neighbourhoods.

### Priorities

#### ➔ Customer experience

Improved access to services.

Revised digital offer (for reporting repairs and ASB).

#### ➔ Customer insight

We will gather data and identify customer preferences to provide pre-emptive services.

#### ➔ Customer voice

Customers to engage in decision making, challenge performance and feedback.





# Places to be Proud of



We will keep our customers safe and continue investing in our existing homes to make sure they are fit for the future and that we minimise our environmental impact. We will build on our role within our neighbourhoods, working with partners to tackle the challenges they face and create **places to be proud of**.

## Priorities

### → Customer safety

Ensure strong performance and compliance of the **'Big 6'**.



### → Asset strategy

Review condition of our homes and use the data to invest in new roofs, central heating and bathrooms.

### → Sustainability

Assess the environmental impact of our activity and fix what we can.

### → Neighbourhood plans

Work with partners such as the police and Council to improve 'places', for example tackling Antisocial behaviour and improving play areas.

### → Social impact

Improving people's lives by going above and beyond our core responsibility as landlord.



# Growth & Diversification



We will continue to **grow and diversify our business**, developing a whole market housing offer which meets a range of needs including those of older people and those starting out on the housing ladder. We will grow our commercial arm, OSUK to generate profits which help protect our business and subsidise our social housing activity.

## Priorities

### → Building new homes

Increase the supply of homes to meet our target of **1,000** new homes over **3** years.

Develop a whole market offer (including all tenure types).

Build extra care schemes for older people, to support independent living.

### → OSUK – Maximising surpluses

Generate commercial profit to subsidise our social housing activity.

Continue to provide homes for shared ownership and private rent.





# Healthy Organisation



We will deliver all of this through our **people**. We will create an environment where colleagues are valued and listened to, and where they have a strong voice which shapes our future direction. We will recruit and retain people with the right skills but more importantly the right behaviours to help us deliver our plans. We will invest in our leaders, our people and our IT and create a healthy organisation where everyone can do a great job in an innovative, collaborative and agile business.

## Priorities

### → IT Platforms

Make it easier for colleagues to do their job by improving operational systems and integration

### → Data and Intelligence

Ensure data is accurate, compliant and secure

### → Talent Development

Attract and retain the right people, investing in colleagues and developing leaders..

### → Wellbeing

Adapt our main offices to meet needs, and work in an agile and flexible way

### Organisational Development

→ Review our pay framework and recognise performance.



# Well Governed & Financially Viable



Our plans can only be delivered if we maintain our strong foundations. This means being as **efficient and productive** as we can be, maximising our income and delivering great performance. It means being well governed, compliant with regulatory and legal requirements, understanding risk and having the financial capacity to fund our plans.

## Priorities

### → Rent Collection

Maximising rental income and universal credit from the regulator.

### → Governance

We will appoint two new Board members

### → Financial Capacity

Update our 30 year business plan and submit to funders

### → Regulatory Compliance

Aim to retain our V1/G1 rating from the regulator.

### → Risk

Review and update our risk appetite on a regular basis





# Brand & Reputation



We will build on our **brand and reputation** with our customers, our colleagues, local partners and within the sector. We will be the first choice for people looking for a home within the borough and beyond and a partner of choice for those who invest in our neighbourhoods and provide services to our customers. We will continue to be regarded in the sector as a forward thinking, innovative housing provider.

## Priorities

### ➔ Customer Brand

We will engage with customers through regular, creative communications and an improved digital offer. (website and portal)

### ➔ Halton place-based reputation

Strengthen our position as a key organisation and employer in the borough.

### ➔ Partnership Building

Forge strategic partnerships via a new stakeholder strategy.

### ➔ Sector positioning

Maintain a strong voice in the sector for innovation via awards, thought leadership and representation on national and regional influencing bodies.

