

Corporate Plan

2006-2009



James Butcher Housing Association

Corporate plan 2006-2009

This corporate plan for James Butcher Housing Association (JBHA) is designed to introduce our work and set out our objectives, priorities and plans for 2006-2009.

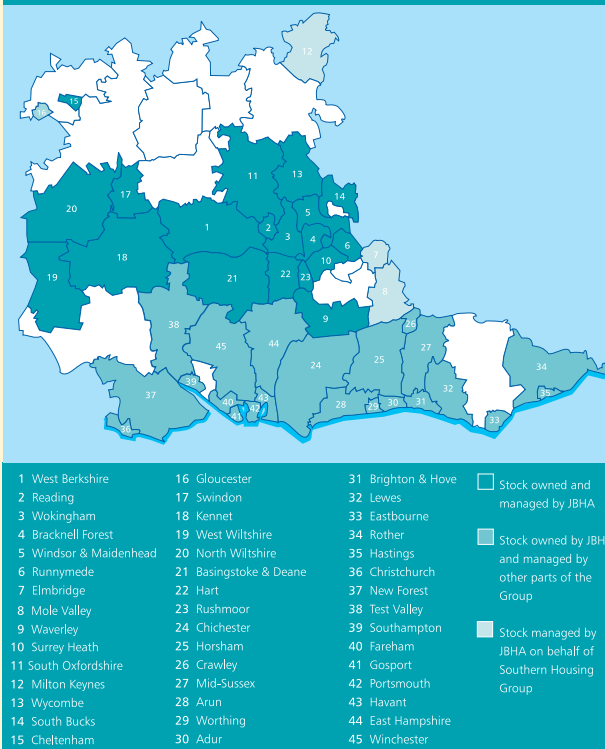
James Butcher Housing Association manages over 4,200 properties in 45 local authority areas across southern central England. It provides accommodation and a range of related services for families, single people and the homeless, as well as those requiring sheltered support.

JBHA is part of Southern Housing Group. Established in 1901, the Group is one of the largest housing associations in southern England, housing 48,000 residents, owning and managing 24,000 homes, employing 900 people and working with over 70 local authorities.

We took the decision to join forces with a successful group structure so as to secure the long-term future of JBHA. The partnership means that we can improve services through sharing resources and experience, build much-needed homes through the Group's housing development programme, and reduce costs thanks to the increased buying power of being part of a larger organisation.

Caroline Tiller
Executive Director

James Butcher Housing Association



Vision

Working with residents to provide homes and create communities where they want to live.

Mission

- To be efficient and effective.

Primary objectives

- To manage our assets to achieve Decent Homes targets.
- To deliver the annual corporate plan objectives.
- To perform to, and above, the standards and targets set out.

Key drivers

- Providing clear direction through strong leadership.
- Knowing our customers and understanding their needs, so that the services we provide meet these where possible.
- Providing a variety of methods of involvement so that we engage with more of our residents.
- Managing our finances so that we continue to maintain our homes and improve our services.
- Working with our partners to ensure that the needs of our communities are met.

Critical success factors

- A clear business strategy.
- Clear and distinct values that can be communicated to all our customers and partners.
- A motivated workforce.
- Meeting our legal and regulatory requirements.
- Having satisfied customers who wish to remain with us.
- Managing our finances well so that we can continue to provide good and sustainable services.
- Maintaining good relationships with our partners, delivering the services we say we will.
- Identifying and enabling development opportunities.

Core values

- Customer focus.
- Respect and equality.
- Consulting and listening.
- Financial viability and value for money.
- Continuous improvement.
- Participation and being an effective partner.
- Transparency in our actions.

Action plan

In summary, for the three-year period covered by this plan, the Board and the management team will focus on new targets in the areas of:

- operational performance
- financial performance
- asset management
- the corporate plan and a review of strategies
- reorganisation
- risk management
- Board effectiveness
- resident involvement.

Operational performance

We will:

- work to improve service delivery using new targets and standards
- ensure we achieve an acceptable Efficiency Statement
- carry out a status survey to establish customer satisfaction
- review services to sheltered schemes and service charges
- benchmark our services through Housemark, peer groups and using other methods
- review and revise our key performance indicators
- introduce process mapping to encourage efficient working.

Financial performance

We will:

- work towards an early operational surplus, using new financial performance indicators that have been reviewed to meet Housing Corporation and lenders' requirements
- implement a disposal strategy to cover current deficits and bring the business plan into balance
- review and improve income collection
- maximise external funding.

Asset management

We will:

- meet our Decent Homes targets
- develop a strategy for upgrading our bedsit properties in consultation with our local authority partners and Southern Housing Group
- ensure the responsive repairs service meets targets and remains on budget.

Corporate plan and strategy review

We will:

- carry out regular policy and service reviews in conjunction with residents
- regularly review progress against the corporate plan.

Business philosophy

The plan is designed to set objectives that address the four, key strands of Southern Housing Group's business philosophy: growth, assets, influence and expertise.

Reorganisation

We will:

- monitor the effectiveness of our new approach to service delivery and ensure our relationship with Southern Housing Group has met expectations
- work to attract and maintain a skilled workforce
- actively target key local authority partners and support local strategic partnerships
- become active housing forum members
- network with other housing associations
- positively promote our service
- identify opportunities to promote our skills.

Risk management

We will:

- address short-term risk management issues and reduce longer-term risks
- regularly review and update our risk map
- ensure that every project has an implementation plan that includes identifying and managing risk
- ensure that annual internal audit plan recommendations are properly actioned.

Board effectiveness

We will:

- take action on our plan to improve Board effectiveness, with priority given to the recruitment of new members
- introduce annual Board self-assessment and individual appraisals, and call in an independent assessor to carry out a full assessment
- carry out an annual review of Board skills and set up and action a development and training plan
- introduce a code of conduct and other guidance through a Board members' handbook.

Resident involvement

We will:

- initiate more board member interaction with residents through consultative groups and events
- make effective use of a new resident participation strategy
- develop a local surgery programme
- establish improvement action groups
- investigate mystery shopping and resident inspectors.

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