

Corporate Strategy 2017-2020

UPDATED 2018



Warrington
Housing Association

Proud of our **past**, ambitious for our **future**



For over **40 years** WHA has been providing a broad range of **affordable homes** and **services** to **customers across the Borough** and we are as **passionate** now about making Warrington a **great place to live**, in which the potential of **individuals** and **communities** can be realised, as we have ever been.



Having recently celebrated our 40th birthday, appointed a new Chair and Chief Executive, 2017 was a year of reflection, but also a year where we continued to deliver on our key objectives.

The challenges of today are different to those we faced 40 years ago. We have to consider the impact of changes to the welfare benefits system on our tenants, increasing homelessness, the ageing population and supporting the Government's policy of increasing housing supply and home ownership. Because of our solid history, the Association is well placed to meet the demands of the future. Our local community focus, commitment to putting people at the heart of our work, sound operational and financial performance and our popular homes equip us to meet the challenges ahead.

Last year we reaffirmed our commitment to our current vision and strategic objectives and in 2017 we reviewed our strategic architecture and created five Thematic Pillars around which our business will prosper. These Pillars will be used throughout our organisation to help us articulate who we are and what we want to achieve. They will help us shape our strategies and policies based on the priorities set by our Board. Going forward, they will be able to demonstrate the links between the "things" that we do, the "priorities" that we set and the "outcomes" we want to achieve.



Our Vision

“ Our aim is to help make Warrington a **great place to live**, in which the potential of **individuals and communities** can be realised ”

03: Our Thematic Pillars



OUR ASSETS

Warrington Housing Association

To remain a significant local provider of housing and housing solutions in Warrington.



OUR VIABILITY

Warrington Housing Association

To achieve sector leading performance across all key indicators.



OUR NEIGHBOURHOOD SERVICE

Warrington Housing Association

To prioritise the needs of people and put the creation of sustainable communities at the heart of our work.



OUR PEOPLE

Warrington Housing Association

To create a culture which empowers our people to realise their potential.



OUR SOCIAL VALUE

Warrington Housing Association

To deliver and demonstrate Social Value across our whole range of activities.



“ To remain a **significant** local **provider** of housing and housing solutions in **Warrington** ”



Our Assets

- Delivery of our Growth and Asset Strategies.
- In supporting the development of our housing offer we will continue on track to increase our stock ownership/management by at least 100 units by 2020, in Warrington and the immediate vicinity.
- Our growth will be delivered through a range of options in term of size and type and will include incorporating our trading subsidiary, Lifetime Homes, as and when required.
- We will continue to protect and evolve our asset base to meet the needs of our current and future customers.
- We will use an intelligence led approach to ensure financial sustainability linked to effective procurement and our revised 30 year investment programme.



“ To **prioritise** the needs of people and put the **creation** of sustainable **communities** at the heart of our work ”



Our Neighbourhood Service

- To support anti-poverty across the borough through continuing to invest in our money advice service and provide support for those affected by Welfare Reform
- To review our Customer Offer ensuring that customers remain central to our thoughts and actions.
- Continue to explore new models of delivery for all retirement housing to ensure value for money and continue to meet customers' needs and expectations.
- To review our approach to homelessness and housing needs, in line with changes to Warrington's allocations policy and the emerging Homeless Reduction Act.



“ To be able to **deliver** and
demonstrate Social Value across our
whole range of **activities** ”



Our Social Value

- To continue to implement the recommendations of the LifeTime Futures strategy with a focus on outcomes, governance and viability.
- To embed the social value principles of our Procurement Strategy, actively engaging and supporting those that work on our behalf ensuring that we maximise the benefit to the local community.
- To incorporate Social Accounting as a way of articulating our social value impact by producing a Social Value Report in 2018.
- Actively engage with partners across Warrington where this meets our strategic objectives and contribute to the achievement of borough wide objectives.
- Support low income households to maintain and improve their housing standards and improve independence.



“ To achieve sector **leading performance** across key indicators ”



Our Viability

- To embed the use of the sector scorecard in our approach to assurance, aiming for top quartile performance in all areas of our activity.
- Continue to refine our approach to risk management, setting risk appetite, tolerance & triggers.
- Implement and embed new legal requirements under data protection.
- To simplify our Governance structure to ensure strategic ownership/oversight of key business streams.
- Fully embed our new Communications Strategy, working with our external advisors to support us in identifying opportunities to demonstrate the success of our work.
- Commence the process of procuring and implementing new, fit for purpose management and communication systems.
- Continue our Value for Money journey, balancing the challenge of maintaining high performance standards with the most efficient use of our funds.



“ To create a **culture** which
empowers our people to realise
their **potential** ”



Our People

- To effectively implement the Association's Evolution Plan creating high level of customer satisfaction delivered by:
 - Empowering staff
 - A one team approach
 - Innovation and efficiency



Making Warrington a **great place to live**

Warrington Housing Association

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