

Shaping Our Future

Helping tenants to live independently



Corporate Plan 2022



Introduction



Empower was formed in 2003 and became a Housing Association in 2011. Our purpose is to provide homes for adults with disabilities enabling them to live within their community independently.

Since our formation we have grown to provide more than 200 homes for almost 450 people.

This is the first time we have set down our objectives and our key priorities into a Corporate Plan, and we would very much welcome any feedback you may have. We recognise we can do more to listen to our tenants, their advocates and their families.

This plan covers one year, but we want you to help shape our future going forward, so over the next 12 months we will be talking to tenants to get your views on our next plan.

We look forward to our new Chief Executive, Sara Sharrock, joining us in November 2022. Sara will be working hard with the rest of our amazing team to make sure Empower continues to respond to the housing need for specialised homes.

Mark Dunford
Chair of the Board

Michelle Lee
Operations Director

Our Purpose



To provide specialised housing solutions that allow people to live independently enabling their ability to thrive.

Our Values

We are Caring

We care passionately about what we do and have the utmost respect for people and their abilities

We are Supportive

We work with our partners to find creative and innovative solutions to tenants' needs. We recognise the importance of our team and are committed to being an employer of choice

We are Inclusive

We are instinctively honest and open. Our team are committed to the work we do and put the individual needs of our people at the heart of all we do

Our Objectives and Priorities

1. High Quality Services

Providing a caring, high quality and efficient housing service

Priorities:

1. Ensure we listen and understand our tenants to help shape services
2. Challenge the ways we work and strive to improve service quality and value for money
3. Delivering high performing services

2. Safe and Sustainable Homes

Providing a safe and secure home for our tenants that delivers for the environment

Priorities:

1. Complying with building safety requirements for our tenants and colleagues
2. Shape our investment strategy to deliver a reduced carbon footprint
3. Providing homes for life

3. Healthy Business

A well run, financially robust and compliant organisation that is a great place to work

Priorities:

1. Financially resilient and well-governed to support future growth
2. Provide a great place for people to work
3. Be recognised as a leader in the provision of Supported Housing



1. Our High Quality Services

1. Ensure we listen and understand our tenants to help shape services

We are committed to improving the ways in which we receive feedback from tenants and their advocates. Feedback will allow us to listen to our tenants and gain a better understanding of their needs in order for us to help improve the ways we deliver services.

We will do this by:

- Structuring the insight we receive and making a commitment to learn and improve
- Developing an approach to tenant engagement that respects the tenants' abilities

2. Challenge the ways we work and strive to improve service quality and value for money

We want to modernise the ways we work by making more use of technology where we can. We have modest ambitions to grow and we want to make internal processes as lean as possible to maximise the investment opportunities that we have.

We will do this by:

- Improving our reporting of tenant satisfaction and strive to exceed 90%
- Developing a Value for Money (VfM) strategy and sharing our approach with tenants
- Developing a maintenance strategy that improves our geographical reach

3. Delivering high performing services

We are proud of the quality of services that we provide to our tenants. It is important we continually evolve our services to reflect the changing expectations of tenants and stakeholders.

We will do this by:

- Setting up our tenants forum to formalise how we get feedback on our services
- Having a Key Performance Indicator (KPI) suite that allows the Board and colleagues to monitor and challenge performance. We will also publicise this on our website

2. Safe and Sustainable Homes

1. Complying with building safety requirements for our tenants and colleagues

A change in building safety compliance expectations across the social housing sector has resulted in more obligations being placed on landlords. Compliance expectations have been reinforced through the Charter for Social Housing Residents and the Sector Risk Profile. Building Safety Compliance will be at the very top of our agenda.

We will do this by:

- Defining our safety culture and having a high degree of transparency with our tenants and their advocates
- Ensuring our investment strategy has a clear commitment to safety

2. Shape our investment strategy to deliver a reduced carbon footprint

We want to do our bit to contribute towards addressing the climate crisis. Initially we will review our investment plans to ensure we are investing in 'green' alternatives wherever we can.

We will do this by:

- Developing a green investment strategy
- Understanding our net zero ambition and developing a plan to achieve it by 2035

3. Providing homes for life

We provide more than just a property, we provide a home to our tenants. Many of our tenants' needs change over time and we want to ensure we are in a position to adapt homes as these needs change.

We will do this by:

- Ensuring we understand our tenants' individual needs and our systems are up-to-date with this knowledge
- Reviewing tenants' needs every time we undertake a Performance Review Check

3. Healthy Business

1. Financially resilient and well-governed to support future growth

Demand for specialised supported housing is extremely high. We want to respond to this need in a planned and structured way, adding value to the business and homes for those in most need.

We will do this by:

- Having a modest plan to grow the homes we provide, in a carbon-first way, that meets the needs of residents, stakeholders and commissioners
- Having a Board that has the skills to meet the needs of the business
- Measuring satisfaction and Value for Money (VfM) of services we deliver

2. Provide a great place for people to work

Our people are at the centre of everything that we do. We understand we need to continually invest in training and development and ensure that our terms and conditions reflect the market that we operate in.

We will do this by:

- Developing a training plan that listens to the aspirations of individuals within the team
- Developing our approach to equality and diversity, to commit to being a transparent organisation which seeks to represent the communities that we serve

3. Be recognised as a leader in the provision of supported housing

We are proud of what we do. We want to get better at telling the stories about our residents and give them a voice that helps influence and shape policy. We recognise we need to address the remaining issues in the Regulatory Notice and we are committed to doing this.

We will do this by:

- Being a compliant organisation, in particular by meeting the Regulatory Standards
- Developing our influencing role, so that we start to be recognised as a leader in the provision of supported housing



Get in touch

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