

# Shaping Our Future

Helping tenants to live independently



## Corporate Plan 2023-26



# Introduction



**Empower Housing Association provides homes to around 450 adults with disabilities enabling them to live within their community independently. We are proud to set out our objectives and our key priorities into our first 3-year Corporate Plan with a focus on providing quality services and safe homes. We recognise we can do more to listen to and involve our tenants, their advocates and their families and we would very much**

**welcome any feedback you may have on our plan.**

**Our People are at the centre of all that we do and plan to ensure we continue to be a great place to work. As we approach our 20<sup>th</sup> birthday year, we remain strong financially with a focused plan which will enable us to deliver our services and continue to grow.**

**Sara Sharrock  
Chief Executive**



# 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, understand and involve 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 legal and regulatory requirements as a minimum
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. 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. Listening and involving our tenants will enable us to gain a better understanding of their needs to help improve the way we deliver services based on tenants voice.

### We will do this by:

- Implementing our approach to tenant/advocate engagement, involvement and influence (BSHR Rec 5)
- Reviewing greater multi-agency working via community collaboration (BSHR Rec 6)
- Working with tenants and colleagues to review progress with BSHR recommendations (BSHR Rec 7)
- Structuring the insight we receive and making a commitment to learn from feedback and complaints to ensure we improve

## 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:

- Developing an action plan to review our systems and processes and improving automation to ensure we deliver our plans in the most efficient & effective way – core purpose (BSHR Rec 1)
- Measure tenants view of VFM with services

## 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:

- Reviewing our performance framework to ensure we report one version of the truth, publicise and benchmark our performance
- Implementing transactional surveys, listening to our tenants and actioning feedback
- Improving on 22/23 TSM perception results
- Develop recording of tenant characteristics (BSHR Rec 2 & 5)
- Defining what an excellent maintenance and repairs process looks like (BSHR Rec 3)

# 2. Safe and Sustainable Homes

## 1. Complying with legal and Regulatory requirements as a minimum

Ensuring our properties are safe and secure for our tenants and are compliant with all legislation is at the top of our agenda with a clear commitment to safety embedded within our culture.

### We will do this by:

- Ensure up to date SCS on all properties, and clear commitment to safety embedded in investment strategy ensuring Decent Homes Standard (BSHR Rec 2)
- Further embedding our safety culture and having a high degree of transparency with our tenants and advocates

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

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

### We will do this by:

- Completing EPC on all properties and update asset management strategy / business plan
- Developing a framework with landlords to achieve EPC by 2030
- Developing a plan to consider the path to net zero for both owned and leased properties by 2050

## 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 work with Local Authorities and Commissioners to adapt homes to suit all needs.

### We will do this by:

- Continuing to review tenants needs at every Performance Review Check and ensuring our systems are up to date with this knowledge
- Develop a property standard for all new/refurbished properties to future proof them

# 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:

- Ensuring excellent standards of governance and maintaining statutory and regulatory requirements
- Ensure financial strength and long-term financial viability to ensure growth and environmental sustainability
- Regularly review risks and stress test the business plan

## 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:

- Promoting and embedding our values and culture where everyone can contribute ideas, shape the way we do things, feel valued and deliver the best possible customer service (BSHR Rec 1)
- Developing our approach to equality and diversity, to commit to being a transparent organisation which seeks to represent the communities that we serve (BSHR Rec 1)
- Investing in colleague training and continued development (BSHR Rec 4)
- Improve colleague satisfaction of 93% (2022)

## 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 will do this by:

- Identifying and becoming active members of networks and partnerships to promote the value of the work within the SSH Sector
- Developing existing and new partnerships to further strengthen our reputation



## Get in touch

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