

BHA Corporate Plan 2023-2026

This plan sets out our ambitions for the next three years. The plan is framed by what is a very challenging set of circumstances: for our finances (with a looming recession, high inflation and a rent cap), and for our residents, who face an unprecedented cost of living crisis and energy bills.

About us

Set up in 1967 to help keep Islington affordable to people on modest incomes, BHA now owns 300 homes in and around Barnsbury. Many of our tenants have been with us since the start and they value our high-quality homes and estates, our responsive service and the strong sense of community.

We are a neighbourhood organisation, serving a small community of residents in a defined area. Despite this, we feel we have an important contribution to make:

- **to our residents** - who value our community focus and personal service
- **to Islington** - through our commitment to retaining genuinely affordable homes in an area where people on low to moderate incomes are otherwise priced out, and by building new homes where many other landlords choose not to invest
- **to the housing sector** - by using our skills and resources to help find solutions to wider issues, such as making older properties more energy efficient and by striving to be a beacon of good practice

Our Vision

Our vision is to create sustainable homes and thriving communities.

Our purpose

We want to help create successful communities: places where people feel they belong, places where they can thrive. At the heart of this is our role in providing a safe, warm, affordable and secure home.

We will do this by being a trusted landlord, known for providing great services and well-cared for and sustainable homes; by empowering residents to support their own communities to thrive; by being connected and open to ideas; and by putting residents at our heart.

Our strategic ambitions

Our three strategic ambitions - to Connect, to Build, to Anticipate - provide a framework for how we will deliver our vision and bring about long-lasting change for our tenants and communities.

We Connect

with our residents, the community and the wider housing sector, creating close connections and a listening ear, where people feel heard and can thrive

In doing so, the long-lasting change we are seeking is:

- to build a culture of listening to residents and acting on what they tell us
- to be seen, known and trusted in Islington as an effective partner
- to support our residents' wellbeing, and for them to feel safe and supported in their homes and community

We Build

new homes, great places to live and a trusted, customer-focused team that delivers on its promises

In doing so, the long-lasting change we are seeking is:

- to build a strong bond of trust with our tenants by getting the basics right
- to create homes and places our tenants are proud to call home, whether new or existing homes
- to build a resilient, adaptable and trusted team, with a reputation for delivery

We Anticipate

fostering a culture of enquiry, creativity and resourcefulness, so we can plan for the future and meet changing needs

In doing so, the long-lasting change we are seeking is:

- to develop our service, shaped by the changing needs of tenants and a desire to reduce inequality
- to make our homes fit for the future, with a sector-leading approach to energy efficiency and sustainability
- to build our financial strength and anticipate changes in our external and internal environment, making us more resilient and safeguarding our future

Our Values

Our culture is expressed in the shared values, beliefs and behaviours that determine how we do things, and in the ways of working that help to get those things done. Our values aim to put customers at our heart and provide the foundation for the culture of our organisation and how we work.

- We are respectful and caring
- We are collaborative
- We are 'can do'
- We keep our promises
- We are creative and resourceful

Our Goals

Within each of our ambitions, we have medium term goals which set the priorities for our work each year. These are set out below.

Sustainable homes and thriving communities



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Listen to our residents

- Increase the number and diversity of customers that actively engage with us, with **meaningful engagement**
- Maximise opportunities for us to hear tenants' voices and for **residents to shape** our services
- Put in place the new **Tenant Satisfaction Measures** and act on what they tell us

Build trust through quality services

- Develop and deliver the **right service at the right time** for the right people, shaping our service around residents' needs
- Strengthen our **front-line service**, aiming to get it 'right first time' on the phone, on repairs and on estate services
- Deliver great **estate services**, accountable to residents through estate walkabouts
- Create a **streamlined and customer-focused repairs** process, working with residents

Shape our future service

- Find more effective ways to directly **hear from residents** what their priorities are, and use that to shape our service
- Develop our **IT Strategy** to offer more choices to tenants in how they access our services, enabling self-service for those who want it and face-to-face contact for those who need it

Forge strong community connections

- Develop **opportunities for mutual support and connection** amongst residents
- Develop a rich **network of local services** and agencies, aiming to reduce inequalities and improve wellbeing
- Maintain strong links with **Islington Council and other partners**, finding opportunities for partnership and collaboration, such as on a new Village Hall

Create places to be proud of

- Invest in our homes so they meet our **BHA Home Standard and new building safety** standards, through our Asset Management and Procurement Strategies
- Improve the **quality of life for our residents** in our response to damp, mould and condensation
- **Build six new homes** at Morland Mews for local lettings and seek opportunities for more social housing
- Review **Highbury View**, to secure its long-term future as a viable sheltered scheme

Make us more sustainable

- Improve the **energy efficiency of our homes** through a programme of SHDF-funded retrofits and a 'quick green wins' programme
- Deliver a **retrofit** at Barnsbury Street and promote the outcome as an exemplar retrofit in a heritage home
- Make our **estates and operations greener**

Create safe and supported communities

- Deliver our **Home Care visits** to our older residents, with a focus on wellbeing, safety and financial security
- Provide support for residents through the **cost of living crisis**, including distributing the Tenant Support Fund fairly and to those most in need.
- Support **digital inclusion**, so our residents and communities feel connected

Build a resilient, customer-focused team

- Make **agile working** more effective, so team members feel connected, have agency and work together as a great team
- Make the team **digitally-enabled**, rolling out Office 365, improving resident data and using it more effectively
- Develop an **Equality, Diversity & Inclusion** Strategy
- Enable all team members to **fulfil their potential**, focusing on what adds most value to residents

Safeguard our future

- Build our **financial resilience**, developing a more commercial mindset and using our resources to make us a sustainable business
- Look for **growth** through new opportunities
- Establish new arrangements for **key worker accommodation**

Our Success Measures

- Customer satisfaction top quartile
- Complaints and compliments well managed
- Home Care visits carried out
- Community investment targets made
- Opportunities to hear customer voice maximised
- Use of digital channels increases

- Satisfaction with home and repairs service increases
- Repairs and relettings carried out within targets
- Customer satisfaction increases
- Annual estate walkabouts on every estate, with “we noticed, we did” feedback
- Decent Homes compliance increases to 100% over period
- H&S compliance rates at 100%
- Minimal complaints/disrepair cases for damp and mould
- More homes built
- Staff satisfaction increases and team is stable

- SHDF funding secured and spent
- Homes EPC D and below reduced by 40%
- Income from non-social rent homes increases
- Operational costs at or above sector median
- Budgets surplus achieved and financial covenants met