

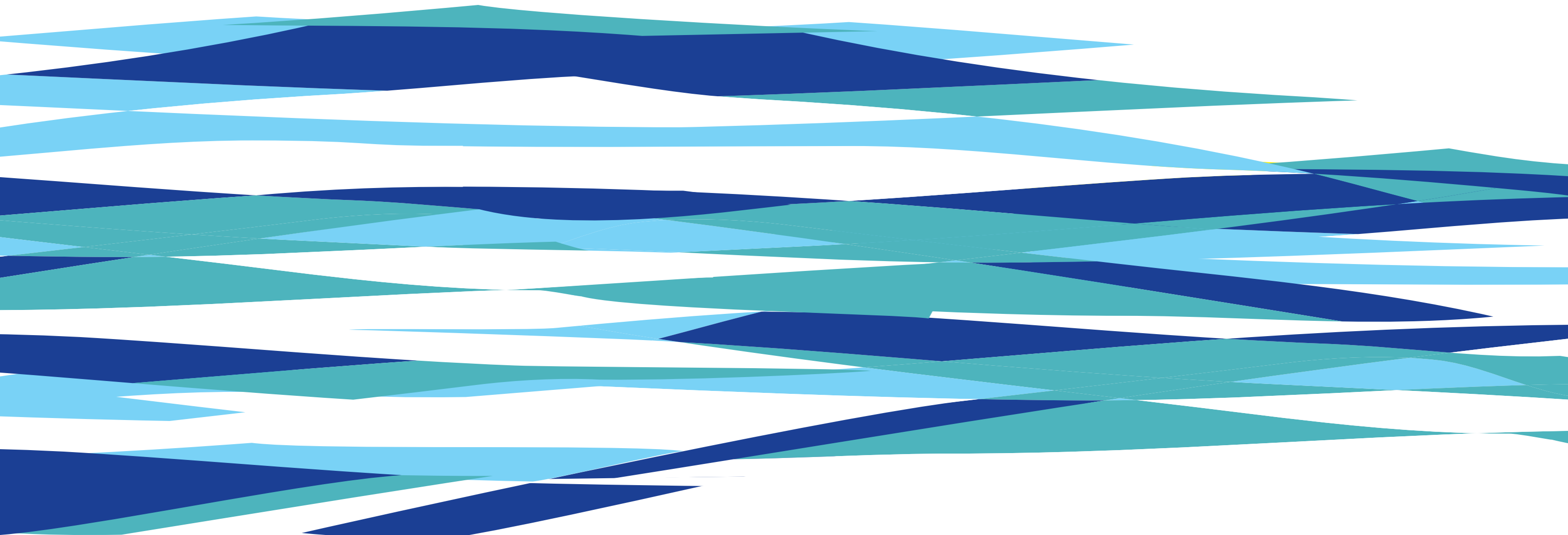
swan



www.swan.org.uk

Corporate Plan

01.04.09–31.03.12



We are pleased to introduce Swan's Corporate Plan 2009-12. This plan has been developed through an extensive process of consultation and conversation with Board members, employees and residents. It builds on our achievements in accomplishing the strategic aims set out in our previous plans.

The next three years will be exciting and challenging for Swan as it seeks to commit to a distinctive and inclusive approach to the provision of social housing that is responsive to the needs of communities in East London and Essex and elsewhere.

Our strengths in housing are widely acknowledged, and they continue to form the basis for our expansion and diversification in support of national agendas for the provision of excellence in affordable housing. In this way we will seek to grow in areas which develop and fulfil our mission.

We are committed to using our resources to benefit the wider community. With our strong traditions of providing affordable housing that creates meaningful change in local communities, we intend to play a full part in the success and the legacy of the London 2012 Olympics.

In this and in other areas over the next three years we will seek to encourage a stronger community outlook amongst our employees, our partners and our stakeholders. At the heart of our endeavours, are our residents for whom we seek to create socially, economically and environmentally sustainable neighbourhoods they can be proud of.



Richard Frost
Chair

Message from the Chief Executive

This plan sets out our programme for the next three years, and the targets we are committing to meet in delivering excellent housing services. We will deliver significant numbers of new homes for the communities of East London and Essex and ensure we improve the services delivered to existing residents, while continuing to reduce costs.

As a result of our recent profiling work we know more about our properties and residents now than we have ever known before. We will use this knowledge to map out the future needs and shape of our neighbourhoods.

Our people need to be valued and developed to enable them to adapt continually to the challenges presented by a programme of continuous improvement. Our recently introduced Management Development Programme reinforces our existing successes in building employee development.

Creating excellence in housing services requires Swan to reflect the communities and neighbourhoods in which it works. The rich diversity of East London adds further to the need for services to be tailored to meet the specific needs of communities, families and individuals.

Our performance in the last year has given us a good foundation to build upon and our annual resident survey showed that more residents feel we are doing a good job. We cannot do this alone. We need to work closely with all our partners to ensure they share our commitment to service delivery. The recent long term agreement signed with Axis (Europe) demonstrates our commitment to excellence in all that we do for our residents.



John Synnuck
CE Swan Housing

Our Mission

Swan will continue to provide excellent housing services that meet the changing needs of the communities of East London and Essex, delivering neighbourhoods that are healthy, vibrant and sustainable.

Swan's mission is to:

**Create homes
and communities
that people want
to live in.**

Swan is ...

Imaginative

we create solutions, break down barriers, achieve against the odds
– make things happen

Insistent

we go the extra mile for our residents, we put energy into what
we do because we believe in it

In touch

we listen and respond to our residents and involve them in
decision-making, we are aware of the latest developments
in housing

Objective 1: To deliver an annual growth of 5% in affordable homes

Growing the housing stock is central to Swan's progress as it seeks to establish itself as a nationally recognized supplier of social housing. Our commitment to improving housing design will continue as we utilise our experience in Modern Methods of Construction to improve the quality of our homes and reduce the inefficiencies experienced in traditional building techniques.

The rental income provided by the homes that we build will provide the money necessary to finance existing borrowings and to fund continued improvements in service standards creating greater levels of resident satisfaction.

In the next three years we will

- Build more affordable homes for people living in East London and Essex.
- Provide more family homes, including homes adapted for people with disabilities.
- Provide affordable homes with a high energy efficiency rating for people on low incomes.

We will have succeeded if by 2012:

- We have increased our housing stock to 11,500 homes.
- We have increased the number of homes we manage which are classified as Code for Sustainable Homes (CSH) Level 4.
- We have increased the energy efficiency of our homes to an average SAP (Standard Assessment Procedures) rating of 78.

Objective 2: To exceed Business Plan targets

It is vitally important that Swan generates the cash needed to fund its day to day operations and to enable it to meet its funding obligations and exceed its financial covenants.

This means that rent collections and the management of arrears and voids take on a strategic importance beyond the part they play in normal 'day-to-day' activities.

We will also keep the costs of delivering our services under careful review to ensure we deliver value for money and give each pound that is spent maximum impact.

At the same time, we will continue to maximise the external monies we receive to enable us to deliver services that provide greater support for the needs of our residents and wider communities.

In the next three years we will

- Outperform the Business Plan by 2.5%.
- Deliver an organisation wide programme of value for money reviews for all services.
- Improve Key Performance Indicators (KPIs) for the measurement of efficiency in management of rent collection, arrears and voids.
- Use the Swan Foundation to maximise the community services and activities available to our residents.
- Undertake further work regarding the wording of the Housing Management cost per unit.

We will have succeeded if by 2012:

- We have delivered 3% savings every year from our operating costs.
- We have lost less than 4.5% of rent from voids or bad debts due.
- We have raised £250,000 through the Swan Foundation.

Objective 3: To be judged as an improving landlord by our residents

In being described as a landlord of choice, Swan will be able to demonstrate that it is operating effectively and efficiently with good levels of service against the National Standards set in the Regulatory Framework. These standards are designed to provide a framework through which residents can view and assess landlord services.

Swan's aim is to consistently exceed these National Standards by the development with residents of a range of local offers and a robust framework of co-regulation.

In the next three years we will

- Develop a range of local offers with our residents to reflect the varying requirements across the homes that we manage.
- Expand our framework for resident scrutiny of performance so that residents' views are at the forefront of all that we do.
- Continue our 'Striving for Excellence' programme and improve our ability to deliver all our services 'Right First Time'.

We will have succeeded if by 2012:

- We have increased customer satisfaction with our services year on year.
- We have delivered a programme of local offers in line with the expectation of our residents and targets set.
- We have achieved a standard of 'good' in any externally accredited assessment/ inspection process.

Objective 4: Reduce inequality and increase social inclusion

Despite the national growth in prosperity many of our residents are still disadvantaged by a lack of skills, poor health and poor employment opportunities. It is therefore essential that we develop initiatives that create much better opportunities for residents to develop their potential.

Leading the way for a fair share of prosperity for all of our communities means removing barriers presented by race, gender, disability, age, sexual orientation and faith.

Critical to the success of such initiatives will be our ability to attract, develop and retain high calibre employees. By developing a leadership and management culture that promotes inclusive organisational development we will invest in people who can build Swan's capacity to achieve its strategic objectives.

In the next three years we will

- Maintain appropriate and effective human resources management, recruitment and reward strategies.
- Complete Equality Impact Assessments (EIA) for all service areas.
- Seek to remove barriers to our services, created by race, gender, disability, age, sexual orientation and faith.
- Understand more fully the needs of our residents and service users.
- Deliver excellent Supported Housing services.

We will have succeeded if by 2012:

- Swan's resident satisfaction is constant regardless of race, gender, disability, age, sexual orientation and faith.
- We have demonstrated a greater level of diversity throughout the organisation and the board.
- Deliver supported services to the wider community in line with our supporting people contracts.

Objective 5: Involve our residents and build stronger communities

Our work is about more than housing, it affects the quality of peoples' lives. It is therefore critical for Swan that those living in our properties play a role in the decision-making that will affect them.

Creating meaningful engagement means more than lip-service – it is about proactive involvement and building governance and consultative structures that provide residents with real opportunity to influence everyday activities.

Through the regeneration of estates we are able to improve layout, enhance security and ensure the provision of landscaping and leisure areas. By carrying out a range of environmental and landscaping works within these estates we are able to raise the quality of the environment and encourage the building of sustainable communities.

To meet our aspiration of helping to deliver socially, economically and environmentally sustainable communities we will develop a robust model of co-regulation.

In the next three years we will

- Increase the opportunities for residents to get involved.
- Embrace the opportunities for resident engagement presented by the world wide web.

We will have succeeded if by 2012:

- More of our residents have felt they can influence decision making at Swan.
- More of our residents have participated in decision-making and consultation.