



**city west**  
housing trust

**City West Corporate Plan**  
**2009/12**  
Draft 6

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## **1. Our strategic context**

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City West Housing Trust is a new organisation formed on 6<sup>th</sup> October 2008 with the transfer of over 14,500 homes from Salford City Council. City West is a not for profit housing association set up as an industrial and provident society with charitable status. City West is governed by twelve non-executive Board Members supported by a Chief Executive and four Directors.

### **Our Environment**

With a population of over 140,000<sup>1</sup> West Salford contains a variety of landscape characteristics from traditional inner urban, densely populated areas to more rural locations bordering green belt land.

Employment in West Salford, at 42%, is higher than the City and national averages but despite this a significant proportion of our stock falls within the 5% most deprived wards nationally. With 95% of the population classed as white British, West Salford is less ethnically diverse than national or regional comparators. However there are pockets within our area where BME populations are higher.

### **Our Homes**

Our properties are predominantly made up of traditional semi-detached and terraced homes, although there are a number of low and high rise blocks and a small number of non-traditional properties. Whilst our homes are in high demand with need persistently outstripping supply, at the point of transfer 47% of our homes did not meet Decent Homes Standard.

### **Operational Delivery**

Our 14,500 homes are managed by over 400 staff, (including a Direct Labour Team) within 4 local offices, plus a dedicated maintenance service depot and a Corporate headquarters in Eccles.

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<sup>1</sup> Census 2001

## 2. Our vision and values

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### **Developing our Vision, Values and Corporate Plan in consultation**

Our vision, values and corporate plan are the result of extensive consultation with customers, staff and Board members from 2006 onwards. They are largely based on the information we have gathered pre and post transfer in relation to what our customers and staff want from City West and what it means to them. This consultation has included:

- **Development of the Offer Document**

We have carried out extensive consultation in relation to the offer document with customers. The offer document reflects what customers want from City West and their new landlord. This Corporate Plan has been written with the specific aim of delivering the offer document and the key promises are included within this plan.

Post ballot we continued to work with staff and customers through themed working groups, a Consultative Panel and the Tenants' Advisory Committee in order to further develop City West's objectives.

- **Corporate branding – what is City West?**

A number of sessions were held with staff, customers and Board members to develop the corporate brand for City West. This included looking at what we wanted City West to be which led to some clarity about the vision and values required for City West. The outcomes of this consultation and the corporate brand have been used to inform this Corporate Plan.

- **Staff briefings and feedback**

Throughout the stock transfer process we held regular staff briefings and regularly collected feedback from staff on the organisation they wanted City West to be. This information has also been used to inform the corporate plan.

### **Our Vision**

City West will be a 'can do, will do' organisation supporting neighbourhoods and communities where people want to live.

### **Our Values**

We're about....

- **Communities that are safe and sustainable**
- **Innovation and continually striving for excellence**
- **Transparency, openness and honesty**
- **You feeling valued whenever you have dealings with us**
- **West Salford and local opportunities**
- **Empowering and enabling our customers and staff**
- **Standards that are always of the highest quality**
- **Trusting us to deliver what we say we will deliver**

### **3. Our corporate themes**

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Initially, between 2009 and 2012, our values are also our corporate themes. This is because the values identified through the consultation process also reflect what we want to achieve as an organisation over the next three years and how we want to be recognised at the end of the three years. However as we develop as an organisation our corporate themes may change over time and therefore will not always remain the same as our values.

Our corporate themes will enable us to focus on what is really important to our customers and our staff and will help us to lay the foundations for our future success. We are confident that in delivering the Corporate Plan, we will also be able to meet the expectations of the Audit Commission and the Tenant Services Authority.

#### **Our corporate plan**

Our Corporate Plan sets out how we plan to deliver our vision and values through the corporate themes.

Beneath these themes lie a number of key objectives and targets which we plan to deliver over the next three years. These objectives and targets will all have specific actions and outcomes within our service plans so that we can monitor progress and delivery.

Our Corporate Plan will:

- Provide customers, staff, and Board with a shared vision for City West over the next three years
- Inform our partners and stakeholders of our plans and priorities
- Communicate our values

Over the next few pages we set out the objectives that lie beneath the corporate themes.

## **Communities that are safe and sustainable**

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City West was established following strong support for the vision laid out in the offer document to tenants as part of transfer. The offer placed great emphasis on communities, community safety and creating places where people want to live and feel proud to live.

This theme aims to deliver and build on these commitments to strengthen our communities. The key objectives set out how we plan to do this.

By 2012 we will:

- Develop and implement the Sustainable Communities Strategy approach for 2009-2012 around the 4 key themes;
  - Involvement and empowerment
  - Increasing economic opportunities
  - Safer neighbourhoods
  - Health and wellbeing
- Ensure that the communities related targets within the offer document are achieved.
- Implement the community change plan
- Develop and implement a homelessness strategy
- Establish City West works
- Develop and implement a programme of environmental improvements
- Develop and implement financial inclusion
- Develop and implement community cohesion strategy
- Have profiled 90% of our customers in terms of assessing current and future needs

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Increase the % of customers who feel their area is a safe place in which to live
- Increase the % of customers satisfied with their neighbourhood as a place to live
- Increase the number of local people trained through City West works
- Increase the number of local people employed by City West
- Provide evidence that services have been shaped on the basis of customer profiling
- Increase the % of new tenancies that last more than 12 months

All the targets for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework.

## **Innovation and continually striving for excellence**

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At City West we are committed to achieving and delivering high quality services that our customers want, in an efficient and effective way. To achieve this we have to continually challenge ourselves and the way we delivery our services.

This theme sets out how we plan to achieve this through innovation and continually striving for excellence.

By 2012 we will:

- Put in place a performance management framework which enables us to effectively monitor the services we deliver
- Develop and implement a programme of service reviews which lead to action plans to improve services
- Develop and implement our risk management strategy and methodology
- Improve our information technology
- Implement lean business thinking
- Procure high quality, innovative products and materials
- Work with partners to innovate and provide excellent services
- Work towards achieving accreditation in the Customer Service Excellence Model

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Achievement of accreditation on Customer Service Excellence Model
- Number of service improvements implemented as a result of service reviews
- Over all increase in satisfaction with services (STATUS Survey and use comparator from 2006 – 72.2%)
- Percentage of efficiencies delivered against target of 3.5% per annum

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **Transparency, openness and honesty**

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Transparency, openness and honesty are key values for our staff, customers and Board members when talking about how they see City West as an organisation. For City West to be a successful organisation we need to be honest about what we can achieve and transparent about our performance, both good and bad.

By 2012 we will:

- Develop and implement our marketing and communications strategy
- Put in place robust procedures/process for complaints and customer feedback and learn from this feedback
- Ensure City West has clarity of purpose and we communicate this clearly to all staff, customers and stakeholders
- Put in place a programme of cultural change
- Develop customer led inspection and service reviews
- Ensure we have clear staff consultation mechanisms
- Ensure we have clear customer consultation mechanisms
- Provide regular and timely information to staff and customers
- Develop and implement an access strategy
- Ensure customers are empowered, involved and are part of decision-making process

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Percentage of customers feel we keep them informed (Status questions – use comparator 73.8% from 2006)
- Percentage of customers satisfied that their views are being taken into account (STATUS question – use comparator 60% from 2006)
- Percentage of customers satisfied with opportunities to participate (STATUS question – use comparator 45.4% from 2006)
- Complaints received per 1000 properties and learning implemented as a result
- Number of service reviews carried out that customers were involved in (compared to number carried out)

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **You feeling valued whenever you have dealings with us**

We are committed to investing in our people and respecting and supporting people as individuals – whether they be staff or customers.

We are committed to ensuring and promoting equal opportunity and eliminating discrimination and ensuring equal access to our homes, services and employment.

By 2012 we will:

- Implement and monitor our customer charter
- Put in place a programme of staff training and development
- Ensure we have a system of one to ones and appraisals
- Develop and implement a human resources strategy
- Develop and implement an equality and diversity strategy
- Carry out and implement job evaluation
- Improve the information we have on our customers and use this to improve the services we offer
- Refurbish and improve our office accommodation
- Establish a programme of customer awareness training and support

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Percentage of staff who enjoy working for City West
- Percentage of information we hold on our customers and examples of how it has been used to improve services
- Percentage of information we hold on our staff and examples of how we have used this information.
- Percentage of complainants satisfied with the complaints service.

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **West Salford and local opportunities**

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This theme is all about having a local focus and increasing opportunities for local people- whether than be through providing homes and local services or through increasing local opportunities such as employment.

By 2012 we will:

- Ensure City West contributes to the local strategic partnership
- Establish City West Works to ensure local employment opportunities are maximised
- Develop and implement a programme of apprentice schemes for City West
- Contribute to the development of choice based lettings in Salford
- Commit to the provision of local services and local access to our services
- Manage the commercial assets and open space owned by City West to the benefit of the local community
- Ensure that City West meets the Working Neighbourhood agenda
- Implement a handy van and good neighbour service

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Percentage of local people employed by City West
- Number of apprentices
- Percentage of customers satisfied with customer service at local area offices
- Percentage of customers who found it easy to get hold of the right person at City West (STATUS)

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **Empowering and enabling our customers and staff**

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Our customers are at the heart of what we do. Every customer should have an opportunity to be able to challenge and shape the way we deliver our services

By 2012 we will:

- Deliver the customer empowerment strategy
- Ensure customers are at the heart of the challenge process when assessing the services we deliver
- Develop an enhanced role with customers in determining the services they receive and the quality of those services
- Develop and implement local area panels
- Develop the shareholding membership of City West
- Put in place a programme of customer training and development
- Develop a customers' network enabling customers to get involved with us in the way they choose
- Develop employees to adapt to the business environment and the changing regulatory framework
- Embed customer involvement across the business
- Enable customers and staff to be involved in the procurement process

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Percentage of customers that are shareholders of City West
- Percentage of customers that feel we keep them informed (Status questions – use comparator 73.8% from 2006)
- Percentage of customers satisfied that their views are being taken into account (STATUS question – use comparator 60% from 2006)
- Percentage of customers satisfied with opportunities to participate (STATUS question – use comparator 45.4% from 2006)
- Average number of training days per employee

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **Standards that are always of the highest quality**

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This theme is all about providing customer focussed, high quality services to our customers in line with clear and published standards.

By 2012 we will:

- Develop, implement and monitor service standards for all our services
- Comply with the regulatory framework and adapt our business to the changing regulatory framework
- Ensure we have a reliable performance management framework which provides the information we need to improve our services
- Carry out a programme of service reviews and implement the action plans arising from the reviews
- Develop and implement a value for money strategy
- Develop and implement a procurement strategy
- Develop and implement excellent standards of governance.

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Positive outcomes from monitoring service standards
- Tenant Services Authority regulatory report has no concerns
- Number of service improvements implemented as a result of service reviews

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **Trusting us to deliver what we say we will deliver**

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This theme is all about us doing what we say we will do. It's about delivering the offer documents promises to our customers and improving our services. It's about being a reliable, trustworthy organisation.

By 2012 we will:

- Deliver the offer documents promises to our customers
- Deliver the decent homes investment programme set out in the offer document
- Deliver the service improvements set out in the offer document
- Procure and fit the highest quality products and materials in customers' homes
- Deliver jobs and training within the local community
- Deliver an excellent repairs service

### **Measure of our success**

A key measure of our success in delivering this corporate theme will be:

- Delivery against decent homes targets
- Delivery against offer document promises
- Percentage of customers satisfied with the repairs and maintenance service
- Percentage of local people employed by City West

The targets (where required) for the above indicators are set on an annual basis and are included in the Performance Monitoring Framework

## **4. Corporate strategies**

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We will have a number of corporate strategies that will help us to achieve our vision and values. A summary of each is provided below along with the date when they will be in place:

### **Risk Management Strategy (in place)**

Our Risk Management Strategy will ensure City West operate an effective risk management framework that identifies risks and provides a structured approach to managing and monitoring risks at all levels of the business. Our approach to risk management will play an important part in helping to identify when a corporate objective may be at risk of delay or non delivery.

### **Customer Empowerment Strategy (in place)**

Our Customer Empowerment Strategy aims to empower customers to play a meaningful role in the development and ongoing corporate delivery of high quality homes, housing services and local living environments.

### **Marketing and Communications Strategy (in place)**

City West will develop a Marketing and Communications Strategy that will set out how we will communicate both internally with our staff and externally with our customers and stakeholders.

### **Equality and Diversity Strategy (in place)**

Our Equality and Diversity Strategy will provide a framework for all equality and diversity activity for City West. Our strategy aims to ensure that every one has equal access to services and employment and that our services meet the needs of our diverse customers.

### **Human Resources Strategy (in place)**

The Human Resources (HR) strategy sets out how City West is going to deliver the organisational development and general HR initiatives that are needed to support the Corporate Plan. Through the implementation of our HR strategy we can develop a more skilled and motivated workforce who can deliver the improvements necessary in the west of Salford. Organisational and personal development will be crucial enablers for us to deliver excellent customer service, continual improvements and innovation.

### **Asset Management Strategy (in place)**

Our Asset Management Strategy will provide a clear framework for making investment decisions about the physical requirements of our stock and neighbourhoods as well as the aspirations of our customers, to ensure that our communities are maintained and improved.

### **Value for Money Strategy (June 2009)**

Our Value for Money Strategy will set out how City West will apply and approach VFM consistently throughout the organisation to support our vision and values, reflect our customers' priorities and ensure that both external and internal resources are fit for purpose and deliver ongoing efficiencies.

### **Procurement Strategy (June 2009)**

Our Procurement Strategy will support the mission, vision and values of City West. It will ensure that externally provided resources are selected and managed through effective and transparent procedures using modern and sustainable procurement techniques. Effective procurement is essential in obtaining best value for money across the organisation.

### **Resources Strategy (in place)**

The Resources Strategy identifies the areas in which City West will provide savings (or reduce costs) during the life of the Corporate Plan.

There is a strong emphasis on Value for Money and the strategy covers:

- \* Service Level Agreements
- \* Reshaping structures
- \* Reviewing processes
- \* Reviewing services
- \* Maximising savings on the capital programme
- \* ICT efficiencies

As with other strategies, the resources strategy will be underpinned by annual action plans with clear, concise targets.

### **Sustainable Communities Strategy (in place)**

Our Sustainable Communities Strategy aims to ensure the areas in which we work offer the best possible quality of life for our customers. Based around the 4 key themes of

- Involvement and empowerment
- Increasing economic opportunities
- Safer neighbourhoods
- Health and wellbeing

This strategy will help City West deliver real improvements to the lives of customers in west Salford.

### **Environment Strategy (in place)**

Our Environmental Strategy will support us in tackling our environmental impact and will seek to place environmental issues on an equal footing with economic and social concerns.

### **Financial Inclusion Strategy (in place)**

Our Financial Inclusion Strategy sets out what we plan to do to combat financial exclusion among our customers, which will directly influence the quality of life of our customers, supporting our commitment to create sustainable communities.