



A DIFFERENT PERSPECTIVE

CORPORATE PLAN 2010-2015



wm housing group

A DIFFERENT PERSPECTIVE

Our objective is to be an innovative regional force in creating places where people are proud to live and work.



PROVIDING EXCELLENT SERVICE



We aim to provide excellence in customer service and create places where people are proud to live

In 2009 Whitefriars Housing joined West Mercia Housing Group to create one of the largest social housing businesses in the west midlands. To mark this and set the tone for our future plans, autumn 2010 saw the re-branding of the organisation to become WM Housing Group.

WM Housing Group is a federal structure that combines the strengths and expertise of our partner associations Harden, Kemble, Nexus and Whitefriars Housing Associations. Each member has its own offices, local management teams and boards.

We are committed to providing our customers with an excellent service. To do this we will widen the opportunities for customers to become involved to ensure that they are at the heart of shaping more tailored customer priorities and standards. Customer scrutiny will continue and deepen as co-regulation between customers, board members and staff develops.

We will also build a reputation for providing sustainable and desirable homes, while working with customers, partners and the wider community to devise measurable local offers to create clean, green and safe neighbourhoods.

In addition, our business plan focuses on using our resources to challenge the pattern of disadvantage being transferred from one generation to the next. We will confront social and economic exclusion by continuing to work in partnerships to increase the employability and economic prospects of our customers. Furthermore we will focus on tackling technological exclusion, not least by actively promoting to customers the opportunity for internet access.



"WM Housing is an organisation on the move. Over the past 12 months we've seen innovation, consolidation and growth. In a climate of change and opportunity it is more important than ever for us to continue to position ourselves as a strong and reliable partner. Our corporate plan outlines how we intend to achieve this."

Roger Griffiths, Chairman, WM Housing



IN PRACTICE

Home owners form 13 per cent of our customers. In the current challenging economic climate we commit to sustaining this customer group by providing support mechanisms to help keep their homes affordable.

Arrangements such as mortgage rescue and intermediate market rent schemes will continue, and we remain committed to providing much needed new affordable homes into the future.

CREATIVE SOLUTIONS



We aim to achieve growth within the midlands

The Group is a lead investment partner of the Homes and Communities Agency (HCA) and we head Spectrum Development Consortium, one of the top performing development consortia in the region.

We are keen to maintain our excellent reputation with the HCA for delivery. Inevitably public sector expenditure cuts require us to act flexibly and we are in a strong position to react swiftly and intelligently in developing new ways to support our ambitious plans for continued growth.

Between 2010 - 2015 we aim to build 1,400 affordable homes in urban and rural areas across the west midlands. We intend for an 80 / 20 mix between affordable rented and shared ownership homes. From 2011 we plan to achieve code level 4 for sustainability on all homes built by and for the group and we will maximise the number of homes built to the lifetime home standard.

As part of our financial model we will also now develop homes for outright sale to subsidise new affordable homes and services. We anticipate delivering our first outright sale scheme by 2013.

And, in line with our social objectives, we will focus on creating a choice for customers in housing pathways, to allow customers to move up or down the home ownership ladder as their situation requires. We subscribe to helping local people find an affordable home and remain living within their communities

We are determined to continue to grow and improve our services throughout these difficult economic times and to find new ways of meeting the increased demand for our new homes.



IN PRACTICE

The Group is involved in two of the region's largest regeneration schemes. Both are partnership projects which involve homes, schools, transport and more.

The regeneration of North Solihull is a 20 year, £1.8bn programme encompassing 16,000 homes. By 2013 we expect to own and manage around 350 new social rented homes, generating rental income of approximately £1.4m.

The regeneration of the New Deal for Communities area in north east Coventry is led by Whitefriars. This project will see more than 3,300 homes built over 15 years. Funding has included more than £10m from the HCA. Building has started and the first phase should be completed by 2015.

ACTING WITH INTEGRITY



We aim to create an organisation with a strong corporate and social responsibility

WM Housing's vision is 'creating places where people are proud to live and work.'

We are in business for our customers and the communities in which they live, and we have a responsibility for both.

Providing value for money is important to us and the Group is on track to meet the £3.6m efficiency savings created by the merger with Whitefriars. These savings are to be reinvested in improving our front-line services.

The ultimate test of our integrity is whether we spend our customers' money wisely. Our challenge is to show we operate both effectively and efficiently. We will achieve this by using technology better, modernising our processes and procuring smartly with the greater buying powers the Group now has. Over the next five years we intend to invest a further £80m in refurbishing and improving our customers' homes.

Our customers will further benefit from targets that we will put in place to reduce our carbon footprint, which should help reduce customers' energy bills. We are exploring measures including fitting new systems to heating and water usage applications.

We also commit to supporting vulnerable customers through continued investment in our care and supported housing. A scheme by scheme review is underway to ensure that all our accommodation will offer modern standards during the lifetime of this plan.

Our range of care accommodation and services will continue to be diverse, ranging from our award-winning Supported Housing for Young People Project to homes for people with brain injuries.

One of our unique services is our Training and Development Agency. Since 2000 this has educated and guided hundreds of local people and supported organisations in providing employment. We will continue to provide such essential services in a challenging economic environment.

Through a number of active partnerships we can and do make a substantial difference within the communities we serve. We will continue to build on this to create places where people are proud to live and work.



IN PRACTICE

At WM Housing Group corporate social responsibility has always been a reality rather than a concept.

From backing community shops and setting up youth football teams to encouraging staff to volunteer for CAB and building shacks as a fundraising tool to bolster a homeless charity, the culture of community support is a defining feature of our organisation.

We will continue to champion community based projects which help our staff to gain valuable experience in understanding and supporting the communities we serve as well as making a positive difference locally.

VALUING PEOPLE



We aim to create places where people are proud to work

WM Housing Group is values-led and performance driven. Completing a restructure as a result of the group's enlargement gives us the perfect opportunity to develop and embed our 800 employees within our corporate values, culture, brand and objectives.

As we work towards developing a culture of excellence our staff will continue to demonstrate their customer focus, by listening, learning and improving our services. We will support this through a series of in house development and training programmes which encourage positive attitudes and behaviours throughout. Our staff engagement is important to us and will remain a strong foundation upon which we will build.

We will use the national standards, the new era of co-regulation and the creation of our own local customer offers as key drivers for continuous improvement.

Most importantly, we will continue to attract and develop staff who 'fit' the organisation, add value and are engaged. All of these things should help to ensure that WM Housing becomes an aspirational place to work.



"Our experience is unique in the west midlands. From urban to rural, large regeneration projects to young people's accommodation and from training and development expertise to a specialism in tackling anti-social behaviour, we have a valuable reputation to maintain and enhance."

Pat Brandum, Chief Executive, WM Housing

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If you would like to talk to us further about any aspect of our activities please contact our Chief Executive Pat Brandum at pat.brandum@wmhousing.co.uk



IN PRACTICE

It's not just staff involvement that we are interested in. Driving up performance in the areas that matter to customers will require us to be a leading organisation in engaging and involving customers in our activities.

An important aspect of this will continue to be our commitment to improve our connections with under represented groups to better involve them and meet their specific needs.


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