

LHT SUMMARY OF BUSINESS PLAN 2009 – 14 (2009/10 update)

LHT's Vision is: To be a quality housing provider, making a positive difference to the communities we work in by looking beyond housing to meet the wider needs of all our customers

LHT'S Values are: LHT values reflect our commitment to ensure our customers choose us because we are a quality driven organisation with an established reputation for success. To achieve this aim we will endeavour at all times to:

- Provide excellent core housing services
- Listen, involve, and deliver, on needs
- Invest responsibly, delivering best value
- Be professional, fair, open, and honest
- Make ourselves visible and approachable
- Improve our performance through innovative strategies
- Provide equal opportunities for our diverse mix of customers and staff

To deliver our Vision we have 5 Key Business Priorities:

1. **Stock** Ensure a sustainable well-balanced portfolio of stock that meets the needs and aspirations of our customers
2. **Services** Provide and encourage the highest possible quality of services
3. **Neighbourhoods** Make our neighbourhoods places where people want to stay and choose to live
4. **Investment/Future Growth** Grow and strengthen the business in a positive way contributing to neighbourhood sustainability and improvements in the range of services and products we offer
5. **Financial Viability** Ensure that we have recourse to adequate financial resources to meet current and future business commitment

Five Year Objectives and Targets for 2009/10

Five Year Objectives (2009-14)	What we will do in 2009/10
1. Key Business Priority: Stock	
Our Asset Management Strategy will ensure we:	
<ul style="list-style-type: none"> • We meet the Decent Homes Standard by April 2010, maintaining decency and our stock in a good state of repair, comply with statutory and regulatory requirements, and good practice • Contribute positively to neighbourhood sustainability by targeting investment in existing stock and influencing the acquisition / development of new properties that are complementary to LHTs existing portfolio. • Use resources effectively to maximise the impact on stock investment, work in partnership and procure products and services effectively to deliver greater value from our investment 	<ul style="list-style-type: none"> • We meet the Decent Homes Standard by April 2010, maintaining decency and our stock in a good state of repair, comply with statutory and regulatory requirements, and good practice • Contribute positively to neighbourhood sustainability by targeting investment in existing stock and influencing the acquisition / development of new properties that are complementary to LHTs existing portfolio. • Use resources effectively to maximise the impact on stock investment, work in partnership and procure products and services effectively to deliver greater value from our investment
2. Key Business Priority: Services	
Our Anti-Social Behaviour Strategy will ensure we:	
<ul style="list-style-type: none"> • Reduce incidences of Anti-Social Behaviour through a combination of prevention, early intervention, support for victims, and robust enforcement action • Work in partnership with other agencies to create neighbourhoods where tenants can live without fear 	<ul style="list-style-type: none"> • Review our approach to community involvement and youth diversionary work to ensure we achieve value for money • Investigate further the reasons for tenants feeling that this service needs improving
Our Income Management Strategy will ensure we:	
<ul style="list-style-type: none"> • Set rents and service charges in accordance with good practice, take steps to recover rent arrears and other debts in a timely and transparent manner that allows for the provision of debt and welfare benefit advice 	<ul style="list-style-type: none"> • Review our approach to Income Management to ensure value for money
Our Supporting Vulnerable Tenants Strategy will ensure we:	
<ul style="list-style-type: none"> • Work in partnership to support vulnerable tenants to maintain their tenancies and live independently 	<ul style="list-style-type: none"> • Implement improved referral process for Tenancy Support Service • Publish revised service standards for Aids and Adaptations

Our Homelessness Strategy will ensure we:	
<ul style="list-style-type: none"> Work with partners, and Local Authorities in particular, to prevent homelessness occurring, and where homelessness does occur move people into suitable accommodation offering choice and support to sustain tenancies 	<ul style="list-style-type: none"> Develop a Service level Agreement with Liverpool City Council's Housing Options Team Agree a target for homeless applications accepted with Liverpool City Council
(Cross cutting Service Strategies)	
Our Customer Access Strategy will ensure we:	
<ul style="list-style-type: none"> Deliver services that are easy to access with clear standards in place and provide information about those services that is easy to understand 	<ul style="list-style-type: none"> Review LHT service standards, ensuring we consult, monitor, and publicise all standards and outcomes
Our Continuous Improvement Strategy will ensure we:	
<ul style="list-style-type: none"> Deliver services that improve year on year, measure the effectiveness of our approach and use our resources effectively to maximise opportunities to improve 	<ul style="list-style-type: none"> Produce an Annual Performance Report to tenants Feedback to tenants on results and impact of Tenant Satisfaction Survey and provide comparisons with other Associations
Our Equality and Diversity Strategy will ensure we:	
<ul style="list-style-type: none"> Shape services around the needs of customers, staff and stakeholders across the communities in which we work and that all services are accessible, and discrimination and barriers to inclusion are pro-actively removed 	<ul style="list-style-type: none"> Set 2009/10 target and report on progress for Customer Profiling Information Introduce revised Board reports on access and satisfaction
Our Resident Involvement Strategy will ensure we:	
<ul style="list-style-type: none"> Use a variety of methods to engage with customers to obtain a wide and representative views ensuring customers obtain feedback on the impact and effectiveness of their involvement 	<ul style="list-style-type: none"> Produce our Resident involvement Statement Undertake our Impact Assessments
3. Key Business Priority: Neighbourhoods	
Our Neighbourhood Regeneration Strategy will ensure we:	
<ul style="list-style-type: none"> Have robust plans and delivery mechanisms in place that support clear and transparent investment decisions in neighbourhoods Work effectively engaging with communities and partners to 	Neighbourhood Regeneration <ul style="list-style-type: none"> Introduce a revised and improved Neighbourhood Tracking (Investment??) planning process

make a positive difference in neighbourhoods	<ul style="list-style-type: none"> Maintain current levels of external funding
Our Financial Inclusion Strategy will ensure we:	
<ul style="list-style-type: none"> Work in partnership to support vulnerable people in particular to enable them to maximise income and manage debt by increasing access to welfare benefit, debt advice and financial services 	<ul style="list-style-type: none"> Carry out neighbourhood level financial exclusion surveys in 3 priority neighbourhoods, identified through Neighbourhood Tracking Deliver financial capability training targeted at Housing Officers working in priority neighbourhoods
Our Environmental Strategy will ensure we:	
<ul style="list-style-type: none"> Make a consistent and concerted contribution to reducing carbon emissions, thereby saving resources and reducing waste in our stock, our offices, and by raising staff and customer awareness 	<ul style="list-style-type: none"> Environmental Sustainability <p>Achieve ISO14001 (Environmental Management System) accreditation for Asset Management</p>
4. Key Business Priority: Investment / Future Growth	
Our Development Strategy will ensure we:	
<ul style="list-style-type: none"> Develop affordable homes for rent, shared equity, and sale in key locations that will help regenerate neighbourhoods by creating sustainable and well balanced communities Achieve high quality build standards within the available resources Specify the financial criteria for new developments which will not prejudice the long term viability of LHT 	<ul style="list-style-type: none"> Achieve forecast commitment of 213 new homes for 2009/10 Agree customer choices for new build homes through a Tenant Development Panel Carry out a satisfaction survey for tenants who have moved into homes that are new build, refurbished or have been purchased by LHT
5. Key Business Priority: Financial Viability	
Our Value for Money Strategy will ensure we:	
<ul style="list-style-type: none"> Strengthen the role of Board, and effective measurement, comparisons, and reporting of VFM throughout the business Ensure resources are focused on priority areas and savings used to further improve front line services Procure goods and services at the optimum mix of price, quantity and quality using modern procurement methods 	<ul style="list-style-type: none"> Introduce a Board Champion for Value for Money Complete an annual review and challenge of our costs and performance, including position statements, and report outcomes to Board Include VFM impact statements in all SMT and Board reports Complete a consultation exercise with customers to determine priorities for reinvestment of savings to shape services

