Looking Forward

OUR CORPORATE PLAN 2018-23

Onward Homes owns and manages 35,000 homes in the north-west of England. We are based in three regions: Lancashire, Merseyside and Greater Manchester & Cheshire.

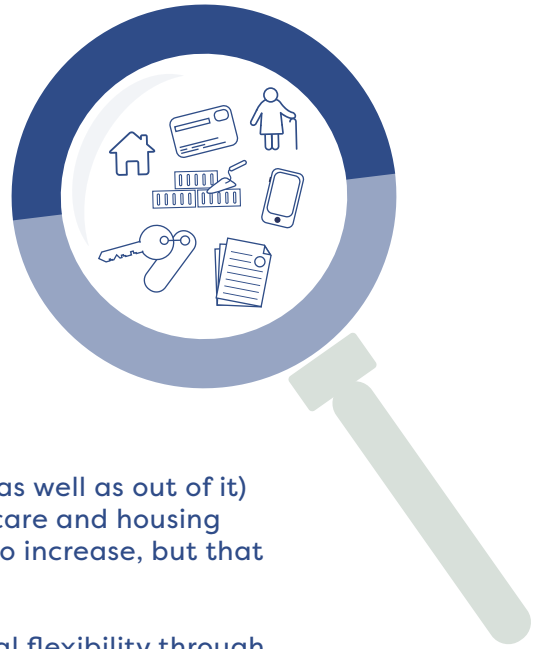
After a period of organisational change to bring five organisations into one, we are looking to the future.

This corporate plan sets out our ambition to deliver and to create positive spaces.



Onward

CONTEXT



The political context in which we operate is volatile. We hope for economic growth, but recognise that threats to the northern economy in the next five years could adversely impact the North West. Any adverse impact is likely to be felt most keenly in the communities we serve.

We anticipate a continued emphasis on the delivery of new homes. We also expect that regeneration will continue to be needed in places where the housing no longer meets aspirations or economic conditions. We welcome the opportunities offered by regional devolution to consider regions as a whole. The strength and reach of our North West base will enable us to support regional thinking and focus.

We recognise the increasing vulnerability of many of our customers, through ageing, lower incomes in work (as well as out of it) and as a consequence of reductions in service elsewhere. We see the improved interaction of health, social care and housing as critical in responding to that need. We anticipate that demand for our homes and services will continue to increase, but that the ability to pay for them will reduce.

Amalgamating five organisations into one will increase our financial and core strength whilst promoting local flexibility through investment in neighbourhoods. We will converge services and embed management and governance changes and increase capacity as we build an organisation that is focused on the future.

We approach the future with confidence and see many opportunities for us to deliver our vision:
To make a positive difference in the communities we serve.

How we will work
Our values, which set out how we will behave, are: *accountability, fit for purpose, service and trust, inspiring, ambitious, ingenious* and *learning.*

Three further principles will guide how we operate
- We will listen to our customers. We will engage with as many of our customers as we can in ways that interest them, ranging from formal scrutiny to informal feedback.
- We will embrace difference and promote diversity.
- We will work in and facilitate partnerships. As long term investors in neighbourhoods we are well placed to bring together the alliances needed to make great communities.

WHAT MOTIVATES US?

Providing homes is the core of what we do. For the majority of our customers that is all they need. A safe and secure base in a thriving community.

Our hope is for all the customers and communities we work with to be self-sustaining.

The challenges and opportunities individuals and communities face vary from place to place. We provide support at times of vulnerability but with the aim of an eventual return to independence wherever possible.

We see our homes and services as part of a customer's journey – not always a destination. We therefore want to let homes and provide services that enable customers to thrive and progress in a full range of tenures, including home ownership.

As long term investors in place, we work with all partners to regenerate challenging areas, particularly in those neighbourhoods where we can be the anchor.

Resources available to the communities we serve are constrained. We want to focus our resources in the 'gaps' where we can make a demonstrable difference. We cannot do everything and we will make evidence-based choices on the products and services we provide, and the areas we seek to regenerate.



OUR AMBITION FOR THE NEXT FIVE YEARS

We will provide more homes and services that make progression and independence possible.

We will design and deliver homes, products and services that
- are affordable to a range of customers (not just those on benefit)
- help customers as they move into (and out of) work
- promote aspiration, progression and independence
- actively support vulnerable customers when they need it

We will invest in our communities to help them thrive by
- focusing on those communities where we can make a significant difference
- building new homes that promote regeneration and enhance our existing investment
- diversifying the tenure mix we provide
- working creatively with health and social care to provide co-ordinated services

We will invest in our colleagues to
- equip them now and for the future, supporting progression
- develop a generation of leaders

We will deliver value for money through the effective use of our resources

Our aims will be translated into annual objectives. We will ensure that the organisation is truly fit for purpose and working as one, whilst building our capacity to deliver. In addition we will research and choose our focus to deliver our ambition.

We will measure our progress towards these objectives and will publish our performance each year.

