

MOVING FORWARD
Corporate Plan 2021—2024



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Introduction

This Corporate Plan sets out our vision, values and strategic objectives over the next three years. This is supported by annual action plans that feed down into individual targets for the staff. This plan also provides a framework for our residents and Board to track our progress. Our financial business plan supports these objectives and we will report annually on our performance and progress.

About Us

PCHA is a community-based housing association that is passionate about enhancing the lives of our residents by providing excellent homes and services and making a positive impact in all that we do. This vision was born in 1969 and is every bit as strong today. For over 50 years the heart of the organisation has been in and around Penge and we are proud of our strong community roots. However, we know that community is about a sense of belonging, not geography, and so we encourage our residents to come together and feel part of the wider PCHA community.

Our Vision

We are an ambitious local housing association that strives to deliver homes and services we can be proud of. We aim to make a positive impact and work collaboratively with our residents and communities to support them to thrive.

We recognise that people's stories and journeys are all unique



We build strong and positive relationships based on trust and mutual respect



Our Values

Acting with Integrity

- We communicate in an open, honest and transparent way
- We do what we say we will and keep our promises
- We are accountable for our decisions and take responsibility for our mistakes

Being Ambitious

- We seek to deliver a broader range of services to meet the needs of more people in our community
- We are prepared to take appropriate risks to drive improvement and growth
- We are creative, forward thinking and open to new ideas
- We embrace change and respond positively to new opportunities

Striving for Excellence

- We will work inclusively and innovatively to continuously improve
- We are people focused and aim to tailor our approach to the needs of individuals
- We support residents in a holistic way, supporting them to thrive
- We strive to be proactive, solution orientated and go the extra mile
- We continually challenge ourselves to improve our performance
- We seek to make sound business decisions and be well governed and managed

Working in Partnership

- We build strong and positive relationships based on trust and mutual respect
- We strive to create a culture of collaboration and shared accountability

Behaving with Respect

- We behave in a fair-minded and non-judgemental way
- We value the individuality and diversity of our residents, staff and communities
- We are inclusive and respectful in the way we work
- We celebrate difference, believing everyone is unique
- We have a zero-tolerance approach to discriminatory behaviour

Being Kind

- We treat each other with compassion and kindness
- We encourage open conversations about mental health and well being



We put residents
at the heart of
what we do

Our Strategic Objectives

Our Services

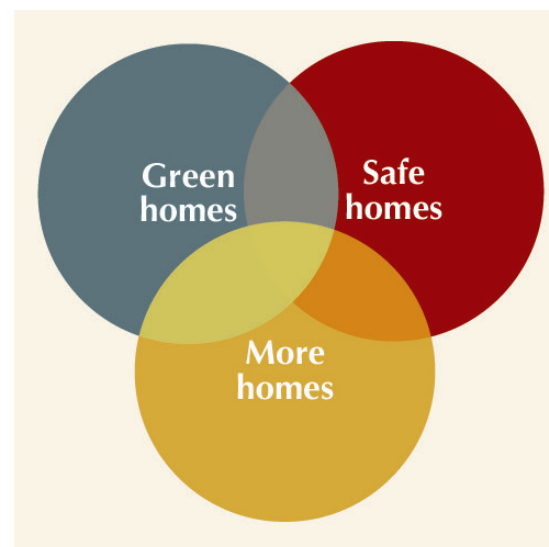
- **Providing excellent services we can be proud of**
 - **Putting residents at the heart of what we do**
 - **Working positively and holistically with residents to help them to sustain their tenancies**
- Develop and deliver a range of services to meet the diverse needs of our residents
 - Deliver a proactive tenancy management service, to both support residents and protect PCHA
 - Develop a mature relationship with residents, ensuring there are clear responsibilities and expectations on both sides
 - Treat residents as individuals and provide enhanced support tailored to their needs
 - Offer more ways for residents to engage with us at a time that suits them and deliver solutions that improve customer satisfaction
 - Proactively seek, respond to, and learn from residents' feedback and complaints
 - Provide excellent customer service, treating residents with respect
- Deliver communal services that maintain a high standard and deliver value for money
 - Ensure services reflect the diversity of our community
 - Measure and review our performance to ensure we are delivering added social value
 - Be accountable to, and transparent with, our residents giving a range of opportunities for residents to scrutinise our performance

We aim to
provide homes
that are decent,
safe and green



Our Homes

- **Providing and maintaining homes we can be proud of**
 - **Providing homes that are decent, safe and green**
 - **Delivering more rented homes for the local community**
- Develop and deliver a range of homes to meet the needs of the people in our community
 - Understand our assets and have an asset management strategy that ensures the most effective use of, and investment in, our stock
 - Aim to ensure our rents and service charges are considered by residents to offer good value for money
 - Maintain our homes to a high standard, ensuring homes are decent, safe and warm
 - Ensure our communal spaces are safe and pleasant places to live
 - Understand the costs of maintaining our homes now and in the future and make sound decisions around re-investment and or disposal
 - Ensure decisions about property investment are clear and transparent
 - Deliver a proactive responsive repairs service, ensuring clarity about our respective responsibilities
- Have a clear focus on building safety and ensure we respond quickly to any H&S concerns raised by residents
 - Work towards improving energy efficiency in our homes and meeting the 2030 target to achieve B and C SAP rating in our homes and the 2050 carbon neutral target





We make a
positive impact
on the wider
community

Our Community

- **Making a positive impact in the wider community**
- **Work in partnership with others to proactively support our residents and local community more widely**
- Work collaboratively and develop effective partnerships to help us further our objectives
- Ensure PCHA has a positive voice and reputation within the local community
- Work with others to tackle homelessness and social injustice locally
- Work in partnership to create sustainable communities





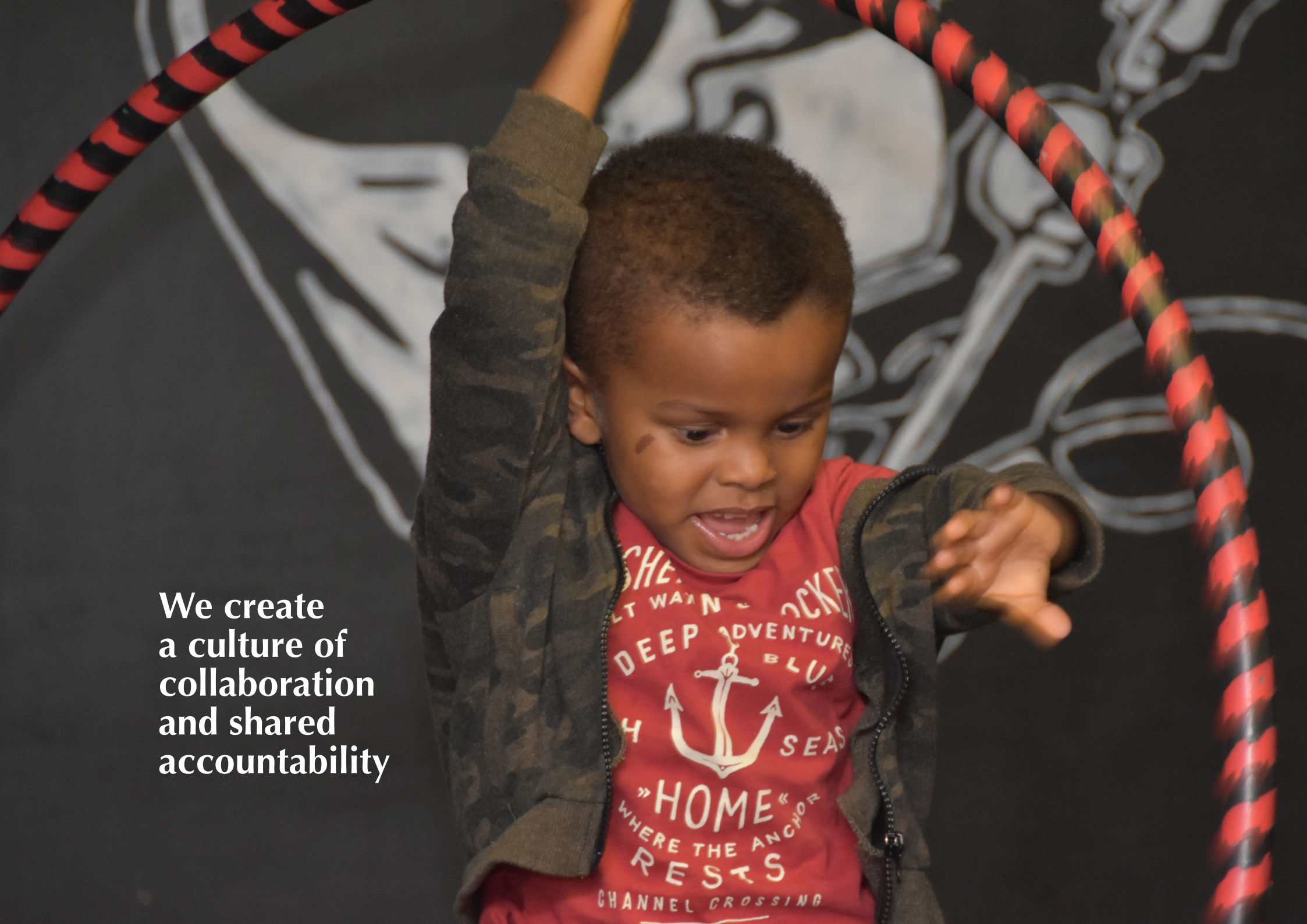
**We are a modern,
agile, resilient and
forward-thinking
business**

Our Business

- **Being a modern, agile, resilient and forward-thinking business**
 - **Maintaining financial strength, ensuring we have the resources to deliver our vision and objectives**
 - **Driven by our vision and values**
- Safeguard, and make the best use of, our assets and resources
 - Respond positively to changing economic, social and political environments and adapt effectively to changing markets and needs
 - Ensure our business reflects modern ways of thinking and working, with a focus on enhancing services
 - Make sound business decisions in line with our values, taking appropriate risks, to protect and develop the business
 - Improve productivity to release capacity to focus on the things that make a positive difference
 - Manage risk in proactive way to ensure our strategic objectives and business continuity are not jeopardised, ensuring we are agile in the face of emerging risks
 - Work in an environmentally friendly way and seek to reduce our carbon footprint
 - Be well governed and managed at all times



**We create
a culture of
collaboration
and shared
accountability**



Our People

- **Building strong and positive relationships based on trust and mutual respect**
 - **Creating a culture of collaboration and shared accountability**
 - **Being agile, light of foot and resilient in the way we work**
- Create and maintain a vibrant, positive, forward-thinking team
 - Offer a flexible and agile working environment that fits with individuals' personal commitments and lifestyle choices as far as possible
 - Develop the staff and board team to ensure the business is well governed and managed
 - Be a good employer that supports, engages and manages staff, with clear expectations on both sides
 - Have a clear performance framework that supports excellence and drives up performance
 - Embrace and celebrate the diversity of our team



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PCHA is a Co-operative and Community Benefit Society 19080R
with Charitable Status. Regulator of Social Housing No. L1243.
PCHA is a member of the National Housing Federation.