

# Sentinel Housing Association Corporate Plan 2010-13

## Being a great landlord



Being a great landlord is at the heart of everything we do at Sentinel. This corporate plan sets out what we need to do to help us achieve our vision, making a real difference to the communities where we work by being a great landlord and providing good new homes.



**Objective 1**

Being a great landlord with a local focus

**What we'll do**

- Achieve the principles of being a great landlord set out later in this plan.
- Re-engineer how we work to deliver excellent lettings and management of services.
- Engage and involve our customers widely particularly around use of resources, what tenants want and choices they expect.
- Reform communal services and their funding to ensure attractive communal areas.
- Develop our customer deal of service expectations in partnership with residents.
- Deliver Employment & Training projects to benefit our communities and support residents during the recession.

**By when**

March 2012

**Lead**

MN & VB

**Measures of success**

- Achieve tenant satisfaction improvement of 1% pa to 90% by 2013 in continual surveys.
- Achieve 85% satisfaction with lettings service.
- Aim to achieve 3 stars and promising at Inspection or equivalent at SNI.
- Achieve green traffic lights or equivalent in Regulation Assessments.
- Involve customers through annual Impact Assessments in value for money.
- Introduce and achieve quality targets for communal services and communal areas by March 2011.
- Achieve training or job placements for 10 Sentinel customers per year.

**Objective 2**

Invest in our assets to sustain and build good communities through regeneration and planned maintenance.

**What we'll do**

- Continue programme of regeneration in Hart and Basingstoke.
- Deliver substantial qualitative improvement to the appearance of our estates and neighbourhoods.
- Implement an Investment programme of £500k pa to enhance the appearance and the environment of our existing homes.
- Reinforce our commitment to the "Get With" programme.

**By when**

March 2013 & ongoing

**Lead**

VB

**Measures of success**

- Commence a further project for regeneration of our properties by 2013.
- By regeneration achieve a 50% reduction in ASB within the project.
- Achieve the visual improvement of 5% of our homes by 2013.
- Increase Resident Satisfaction with neighbourhood as a place to live to 86% by 2013.

**Objective 3**

Deliver a significant programme of high quality new homes each year to meet housing needs in specific areas

**What we'll do**

- Focus on our present core area and the adjacent local authorities as set out in the attached map to deliver affordable housing within the Growth Principles set out on page 5.
- Achieve a scale of operation of at least 250 homes in these areas to support our customer and neighbourhood service culture.
- Respond to government and local priorities for intermediate market homes whilst maintaining a strong focus on social rent.
- Generate new business models to continue providing new homes with less or no public subsidy.

**By when**

March 2013 & ongoing

**Lead**

MN

**Measures of success**

- Achieve 1500 new affordable homes completed over three years.
- Successfully deliver one regeneration project in our operational area by March 2013.
- Effective business models to deliver social, intermediate and market rent homes reflecting prevailing circumstances.
- Achieve good reputation with stakeholders for our delivery of new homes and project management.

**Objective 4**

Provide excellent homes for older people and services to support ageing in our general and specialist homes.

**What we'll do**

- Assess our market position and future growth plans for supporting people and care services.
- Deliver our present Older Persons' Strategy.
- Continue redeveloping sheltered housing in Hart and Basingstoke to meet the projections of ageing and care needs.

**By when**

March 2013

**Lead**

BF

**Measures of success**

- Provide over 100 new older person homes in Hart by March 2012.
- Provide 150 homes in extra care facilities by 2013.
- Set out a clear business plan for our care and support business by March 2010 to be achieved by March 2011.

### Objective 5

Reduce our carbon footprint and that of our residents.

### What we'll do

- Set out and deliver a plan of climate change measures to our business operations, our existing homes and our new homes to reduce carbon consumption and how to resource this.
- Apply proven effective technologies to counter the effects of climate change.
- Achieve the targets for new homes of the housing and construction sectors.

### By when

June 2010

### Lead

VB

### Measures of success

- Reduce Sentinel's operational carbon footprint per employee by 10% by 2013.
- Reduce the average carbon footprint per home by 15% by 2013.
- Ensure that all Sentinel properties have an average SAP score of 74 or C grade energy rating by 2013.
- Generate customer energy savings of 400k by 2013.

### Objective 6

Manage the resources of Sentinel to generate capacity for growth and excellent customer service.

### What we'll do

- Focus on value for money and cost effectiveness in a harsh economic climate to ensure financial stability.
- Drive internal culture of efficiency and cost awareness throughout Sentinel to achieve financial plans agreed with Board.
- Set out and achieve our governance plans for 2010 onwards and the effective use of Board time.
- Continue procurement efficiencies in our major supply chain.
- Lead and involve our staff within our positive staff culture to achieve our performance.

### By when

March 2011

### Lead

LH

### Measures of success

- Achieve annual surpluses of 12-15% of turnover.
- Achieve over 115% interest cover ratio per annum (historic and forecast).
- Efficiency measures of:
  - Reduce Operating Costs/ Turnover ratio to 42.5%
  - Management costs per home reduced by 10%.
- Adopt and comply with a good governance code under TSA standards.

## Our Growth Principles

Sentinel is ambitious and wants to develop or acquire substantially more homes to meet the needs and aspirations of its existing and future residents. Sentinel wants to achieve this while maintaining its status as a forward thinking, customer oriented housing association and, as such, has decided that it would not be in the best interest of those customers to pursue growth as a subsidiary part of any other housing group.

Sentinel has developed a number of principles which will guide its assessment of future proposals for new homes. These principles are:

- Growth should be focussed in our existing areas of operation and adjacent local authorities where our approach and commitment to improving neighbourhood services can be sustained as shown in the map attached. We will not undertake new development that prejudices existing levels of service.
- We will look for development projects that optimise our investment and use of resources. Proposals should be consistent with our guidelines and criteria on investment determined by the Board.
- We will look favourably on proposals for growth through partnerships and will develop new vehicles for working with partners where appropriate.
- We will give priority to those schemes and developments that maintain an appropriate balance between homes for rent, homes for sale, and provision of homes for families.
- We will pursue as a preference those developments that satisfy the local housing need and which support our environmental agenda, the needs of an ageing population and our aspirations for diversity and equality.
- We will support proposals that are deliverable within our organisational capability (including at Board and executive levels). We will not support proposals that compromise the efficiency and effectiveness of the organisation and its overall performance.
- All proposals for growth will be accompanied by a comprehensive risk assessment. The Board and Executive are committed to taking appropriate and measured risks to secure our growth objectives and will review the collective risk burden on a regular basis.

## Being a great landlord - statement of principles

### Landlord Services

- Embrace the TSA regulatory standards
- Publish our Customer Deal setting out Sentinel's range of services to residents
- Improve our income management performance to top quartile for our peer group
- Improve our service for new customers to provide an excellent lettings service
- Make communal areas smart and well presented
- Deal effectively with Anti-social behaviour
- Develop neighbourhood service agreements with our local authority partners.

### Customer Involvement

- Draw up with customers a clear strategy and framework for customer involvement and scrutiny
- Effective working with STARA and Neighbourhood Panels to involve more people using their choice of involvement approach
- Provide a structured training programme for customers wanting to be involved
- Develop our insight of our customers and our information about them
- Involve young people to help shape our current and future involvement approach
- Develop further Residents Week as an annual event to involve customers.

### Going the extra mile

- Develop further the Get With programme
- Continue our community development work, on our own and with our partners
- Carry out further Regeneration to replace outdated homes
- Improve the appearance and environment of our homes where poor
- Create employment and training opportunities for our customers
- Co-ordinate "helping hand" support for customers.

### Customer Support

- Provide continually good value for money in services
- Support customers to make rent payments and manage household budgets
- Continue support of the Credit Union and affordable loans for customers
- Reduce customers' Energy Costs by better tariffs and carbon reduction measures
- Visit customers at least every five years to ascertain and provide the support they need.

## Geographic area for provision of homes

