



“JOHNNIE” JOHNSON  
HOUSING

# Corporate Plan



2011-14

## Our Vision

Social responsibility and business excellence - making a positive difference to people's lives.

## Our Mission

Working together to provide homes and services that people value.

## Our Values

- Dedicated to our customers
- Committed to quality, inclusion and innovation
- Honest, open, compassionate and idealistic
- Ethical in all our dealings.

These values are enshrined in a Corporate Social Responsibility Framework which seeks to

- treat people fairly
- be a good neighbour
- demonstrate stewardship of the environment.

**“Johnnie” Johnson Housing Trust is a housing association providing accommodation and support services since 1969. It was founded by World War II Spitfire hero James Edgar “Johnnie” Johnson, who died in 2001.**

The Trust is an exempt charity and a not for profit organisation, that also provides services to other landlords and partner organisations.

As a landlord, we operate to standards set by the Tenant Services Authority, and are independently regulated.

The Trust receives government funding from the Homes and Communities Agency and provides over 4,700 homes for a wide range of residents, 96% of whom would recommend us to family and friends.

The Trust also employs over 300 full and part-time staff, and holds Investors in People accreditation and a one star rating in the Sunday Times Best Companies Awards, where we are ranked in the top 100 companies in the Public and Third Sectors.

Our Head Office is located in Poynton, Cheshire, and we have bases across the country for management of our properties.

# Our Properties



## Astraline



Astraline, the Trust's in-house customer service centre, provides

- Social alarm monitoring
- Telecare and Telehealth monitoring
- Out of hours repairs reporting
- Lone worker safety monitoring
- Anti-social behaviour reporting

**We provide these services to over 80 other organisations, operating 24 hours a day, seven days a week.**

Our Strategic Themes remain constant, but with refinement which reflects the changing climate:

## Excellence and Efficiency



We recognise that we need to continually refine our understanding of our business, so that we can maximise the efficient use of resources. This will allow us to more effectively deliver the services our customers need to the standard they require.

### **Our corporate priorities are:**

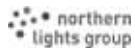
Maximising our income from core business activities, including the continuing pressure to keep void losses to a minimum.

The roll-out of the Destination Excellence programme across the business, to ensure that customer service is at the heart of all activity.

Creating a working environment that is empowering for staff, maximises their potential, and encourages creativity and innovation.

Analysing our activities to identify the most cost-effective aspects of our operations, so that good practice can be spread more widely.

Scrutinising our operations with full-hearted resident engagement to ensure value for money and effectiveness.



When you have finished with this booklet please recycle it.

### **“Johnnie” Johnson Housing Trust – CP/NOV2011**

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# The Operating Environment

We are living with the first coalition government in living memory, and with unprecedented change in our operating environment.

The formation of the coalition government in 2010 has introduced a radical new force, with a radical agenda to tackle an unprecedented financial situation. The impact will be felt across all aspects of daily life.

The nation's interest bill – currently £50bn pa but rising to £70bn in 2014 – indicates that the structural changes have barely begun. The challenge for government is to replace a financial system where wealth is based on owning property and trading paper, with one where people produce things and sell them. This, it is hoped, will give sustainable growth through increased exports and a rise in investment spending.

In the mid term, the faltering emergence from the depth of the recession means that optimism for the economy is muted.



As a sector, while we will share in the impact of the changes introduced by government, or inflicted by economic circumstances, we face specific changes to our operating context which must shape our strategic response:

- Development funding is to shift from the majority of support through capital grant to a higher percentage of support from revenue subsidy generated by higher rents.
- Security of tenure may no longer be the norm in the future. The potential impact of this remains unknown, but is likely to impact on the relationship with residents.
- Regulation is reducing to a bare minimum with a focus only on viability or probity. Self-regulation -- in conjunction with residents -- is intended to preserve the focus on the consumer.
- Benefits are being squeezed: Housing Benefit will become less generous and benefits for those who are disabled or unemployed are likely to be constrained. Residents of shared ownership properties, particularly those in retirement, will also face financial struggles.
- Reductions in local authority spending will put pressure on their services with consequential problems for many residents. Working in partnership with local authorities may become more problematic.
- Residents who rely on Supporting People grant -- particularly those in elderly persons' accommodation -- may find that this is reduced. Our own services supported by such grants may face increasing threats, including retirement scheme services, and the Astraline service provided to other organisations.

**Our strategic priority remains that we should be a good landlord to those who live in our accommodation. This objective may become more difficult to deliver over the next few years and require difficult decisions.**

# Strategic

## Investing in our Residents and Communities



We will continue to support our residents in improving their lives, and their communities. We will also honour our obligation to be a good landlord by ensuring we can remain proud of the homes we provide.

### **Our corporate priorities are:**

To continue to invest in the physical fabric of our stock to ensure it meets customer expectations. Where this investment cannot be justified by a strong social and business case, we must act decisively to ensure the quality of our brand is protected.

To continue our commitment to resident engagement, self-regulation and scrutiny, in partnership with our customers.

To continue our Digital Inclusion Strategy to help our residents to develop their potential, and ensure that they benefit from new technologies and media.

To continue to support residents in need through the Financial Inclusion Strategy, increasingly geared to mitigate changes to the benefit system.

To prepare a response to the growing incidence of dementia and other age-related conditions in society. This is part of our commitment to enhancing wellness for our residents, where the age profile and demographic trends require it.

To invest in green technologies to generate environmental and economic benefits. As fuel costs rise, such measures help to alleviate difficulties for customers.

# Themes

## Enhancing the Business



Enhancement, whether through the provision of new homes or the revitalisation of our existing portfolio, carries a cost, and it is one which now has implications and an impact on the very people we exist to serve. In continuing to invest in meeting housing needs through the provision of new homes we will balance the costs on the organisation's other responsibilities, including those towards its neediest customers.

### **Our corporate priorities are:**

To be a good landlord. This commands a rebalancing of our investment priorities towards maintaining the quality of the "Johnnie" Johnson brand as expressed in our housing schemes. We also intend to support a sustainable programme of new development addressing the strategic needs of our local authority partners, through grant funded and grant-free mechanisms.

To refine our Property Investment Strategy to ensure a portfolio that fully satisfies resident expectations. Where this proves impossible, tactical disposal and stock rationalisation may help the organisation to tailor its resources.

Continuing to develop our expertise and expand our range of non-housing activities, in both the individual and corporate markets, to generate additional income in support of our objectives.

This publication is also available in alternative languages, large print, audio tape and braille upon request from the Marketing Team on 01625 870127.

**"Johnnie" Johnson Housing Trust** is a non-profit making organisation. We are an Exempt Charity Registered under the Industrial and Provident Societies Act 1965 No.19198R