



Corporate Strategy 2019-2021

Our Vision

Living Longer, Living Better

Delivering outstanding services and homes for independent living

Our Values

Outstanding
Pioneering
Empowering
One Team



**Thank you for taking the time
to read our Corporate Strategy.**

“Be bold, be brave, be courageous.”
That was what our founding father,
Johnnie Johnson would have said.

He never shirked a challenge
and neither will we.

Yvonne Castle
Chief Executive

This document is about bringing our exciting and ambitious vision to life. A clear plan that everyone can understand. A plan that's clear on the parts we all play in the delivery of our objectives to achieve our goals. Our journey to outstanding is well underway.

We are a strong business. A resilient business, dedicated to delivering outstanding services and becoming the sector leaders, true 'Market Makers' in the delivery of independent living for older people. The strength of our organisation means we are ideally placed to provide real, 'premium' affordable housing and service solutions to support the UK's rapidly ageing population.

As Johnnie Johnson Housing celebrates its 50th birthday in 2019, our Board, the Executive and our colleagues look forward to working with residents and partners to turn our vision into reality.



Outstanding Homes

By 2021 we aim to:

- ▶ Provide **homes that residents value**
- ▶ Invest in **homes for the future**
- ▶ Deliver **more homes**
- ▶ Create **opportunities to grow**

To achieve this, our objectives for 2019/20 are:

- ▶ Deliver our 2019/20 priorities for our bedsit and option appraisal plans
- ▶ Complete 56 new homes for rent
- ▶ Improve customer satisfaction with our new repairs contractor
- ▶ Constant improvements in Compliance and Health & Safety
- ▶ Delivery of our JJH Commitments



Outstanding

We focus on our customers,
**balancing a social heart
with a business head,** and
are always accountable.

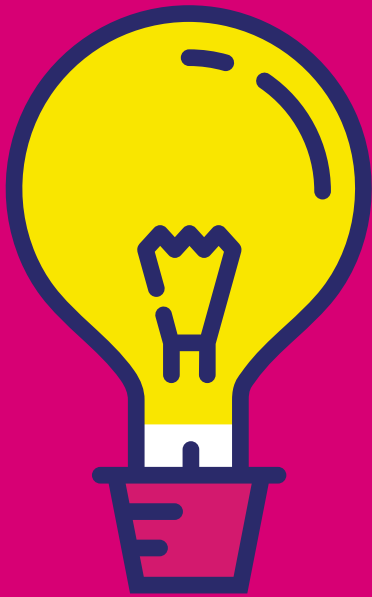
Outstanding Services

By 2021 we aim to:

- ▶ Have all customers describe us as **outstanding**
- ▶ Be recognised as **'Market Makers'** in independent living
- ▶ **Offer choice** through innovation and partnership
- ▶ **Grow** our USP, Astraline

To achieve this, our objectives for 2019/20 are:

- ▶ Improve all "Outstanding" measures
- ▶ Help our residents with Universal Credit
- ▶ Improve Void turnaround times
- ▶ Grow Astraline to 48,000 connections
- ▶ Review the governance structure for Astraline
- ▶ Use our Market Making reputation to generate £50k Income
- ▶ House more residents from the Armed Forces



Pioneering

We learn, **share** and improve, we are **creative and innovative** and are always **bold, brave and courageous.**

Cost Effective

By 2021 we aim to:

- ▶ Be recognised as the **market leader in ‘premium affordable’ homes and services** for Independent Living
- ▶ Grow our **financial and reputational capacity** to deliver more homes and services
- ▶ Consistently **drive down costs** for our residents

To achieve this, our objectives for 2019/20 are:

- ▶ Maintain G1:V1
- ▶ Maximise financial return on assets
- ▶ Increase efficiencies and service satisfaction through digital transformation



Empowering

We are **decisive**,
we take the lead
and **inspire** others.

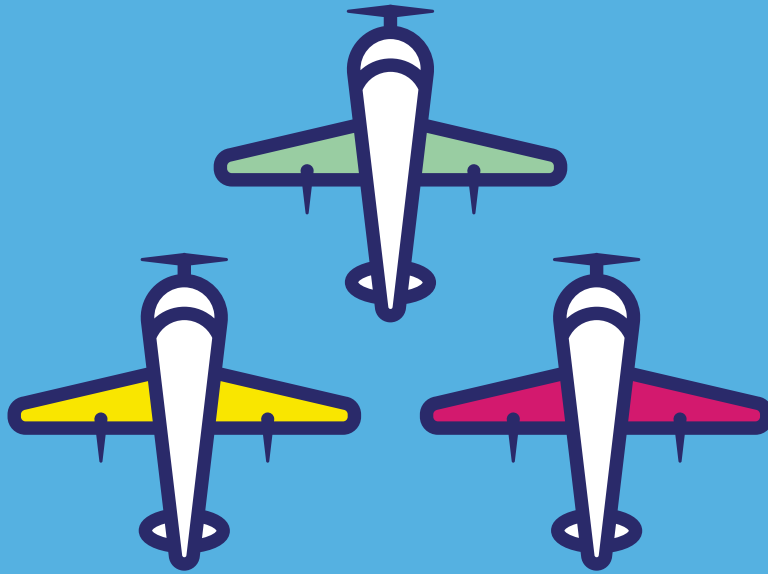
One Team

By 2021 we aim to:

- ▶ Be an **outstanding place to work**
- ▶ **Change, challenge** and **innovate**
- ▶ Achieve **outstanding results**

To achieve this, our objectives for 2019/20 are:

- ▶ Gain Investors In People 'Gold' Standard
- ▶ Improve colleague and customer satisfaction through increased engagement
- ▶ Improve productivity through agile working
- ▶ Visible business success from developing our talent



One Team

We 'make it happen' by staying **connected** and working **collaboratively**.



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