

Corporate Strategic Plan

2009 -2012



Vision, purpose and behaviour



OUR VISION IS TO BE...

the Leader in Opening Doors to a Lasting, Richer Life.

OUR PURPOSE IS THAT...

as a successful membership-led organisation we will empower our communities to regenerate and grow.

AS AN ORGANISATION, WE VALUE BEHAVIOUR WHERE...

- **We Do what we Say**
- **We are Open and Honest**
- **We put our Diverse Communities at the Heart of All we Do**
- **We Promote Empowerment**
- **We Passionately Promote Gateway**
- **We Value and Support all our People**

Introduction



This three-year plan lays down what we want to achieve to take us up to the CGA's fifth birthday.



We own and manage some 6,200 homes in Preston and transforming these with investment of almost £100 million is a key part of our business... but only part of it.

This strategy is built around seven corporate objectives. What these are and what they mean to us is explained in the following pages. We also set out how these objectives link to our vision, purpose and values.

Importantly, we state what actions we will take to achieve our objectives and what we expect will be the outcomes of those actions.

We have developed this plan with our board, all our colleagues and our tenants.

Our Board and the Gateway Tenants' Committee will review our success in hitting these targets.



Our People

Objective 1



WE WANT TO - Develop the skills and competencies of our people to deliver 3-star services and performance.

THIS LINKS TO - We value and support all our people.

ACTION	OUTCOME	WHO	WHEN
Gain Investors in People accreditation.	Recognised as an exemplar employer.	HoHR	31/03/10
Participate in the Sunday Times "100 Best Companies to Work For" process.	Recognised as an exemplar employer.	HoHR	30/06/10
Recruit for attitude, train for skills.	Enthusiastic staff committed to Gateway brand.	HoHR	31/12/09
Gain Investors in Diversity accreditation.	An organisation that reflects and fully engages with the diverse communities.	HoHR	31/03/10
Ensure good governance.	<ul style="list-style-type: none"> Well trained and knowledgeable GTC. Board Succession plan developed for GTC and Board. 	HoCE HoCE	31/03/10 31/03/10
Establish CGA training academy.	<ul style="list-style-type: none"> Consultancy services established. NVQ assessment centre. Links to schools, colleges and UCLAN in place. Full scoping exercise conducted. 	HoHR HoHR	31/03/12 31/03/12



Growth and Expansion

Objective 2



WE WANT TO - Maximise business plan capacity to enable growth of the organisation aligned to the Gateway ethos

THIS LINKS TO - We Do what we Say.
Our Vision is to be the Leader in Opening Doors to a Lasting, Richer Life.

ACTION	OUTCOME	WHO	WHEN
At the end of March 2011 own or manage no fewer properties than we did at transfer.	Own/manage more than 6350 properties at 31st March 2011.	DoO	31/03/11
Schemes developed and appraised fully for all CGA owned sites on the following timescale: <ul style="list-style-type: none"> • 1st new development June 2009. • All briefs/appraisals June 2009. • 2 new schemes March 2011. • 2 new schemes March 2012. 	5 schemes occupied by March 2012.	DoO	31/03/12
Scheme complete and occupied.	<ul style="list-style-type: none"> • Development scheme identified. • Competition result. • Scheme on site. • Supporting the Guild' ideas in place. • Complete scheme for Preston Guild. 	DoO DoO DoO HoSH DoO	30/04/09 01/01/10 31/10/10 30/04/10 01/06/12
Supported Housing growth targets in place.	<ul style="list-style-type: none"> • Supportline service viable. • Sheltered Housing strategy complete. • Support needs assessment used to identify new scheme areas. 	HoSH HoSH HoSH	31/03/10 31/03/10 31/03/12
Identify managing agent responsibilities.	500 units in management.	DoO	31/03/12
Embed business awareness and growth across the organisation.	Identify 2 new business opportunities Sell CGA's services: <ul style="list-style-type: none"> • Gardening scheme and handyman service. • Cross tenure ASB. • Gas servicing. • Extend lone working. 	HoBI HoLCS HoLCS HoPS HoSH	31/03/10 31/03/12 31/03/11 31/03/11 31/03/10

Continuously Improving Customer Service

Objective 3



WE WANT TO - Know who our customers are, understanding what drives customer satisfaction, and deliver services that are aligned with our customers' aspirations and needs.

THIS LINKS TO - We put our Diverse Communities at the Heart of All we Do.
We Do what we Say.
We Value and Support all our People.

ACTION	OUTCOME	WHO	WHEN
Ensure the way our services are delivered are shaped by the customer profile information, needs analysis of communities and customer feedback received e.g communication methods, allocation of resources, access to services.	<ul style="list-style-type: none"> • Increase customer satisfaction. • Improved STATUS survey results • Improved company score. • Each team to identify and implement a minimum of 3 uses for customer analysis information. 	HoLCS HoLCS HoLCS HoBI	31/03/10 31/03/10 31/03/10 31/03/10
Ensure single point customer contact centre is able to deal with queries at first point of contact.	<ul style="list-style-type: none"> • 70% of queries dealt with by March 2010. • 75% of queries dealt with by March 2011. • 80% of queries dealt with by March 2012. 	HoLCS HoLCS HoLCS	31/03/10 31/03/11 31/03/12
Gain Customer Service Excellence Accreditation.	Accreditation achieved leading to improved levels of customer satisfaction and improved company score.	HoLCS	31/03/10
Implement CRM system including workflow.	System operational leading to improved levels of customer satisfaction and improved company score.	HoLCS	31/12/11
Deliver recommendations contained within inspection action plan relating to access and customer care, tenancy management and income management.	Annual improvement in STATUS survey.	HoLCS HoLCS HoLCS	30/09/09 30/09/10 30/09/11
Establish relevant KPIs and achieve top quartile performance in relation to customer access and service.	<ul style="list-style-type: none"> • KPIs established. • Achieve top quartile performance. 	HoLCS HoLCS	31/03/09 31/03/11
Deliver mystery shopping programme.	<ul style="list-style-type: none"> • Mystery shopping programme delivered utilising tenant inspectors. • Tenant inspectors to carry out full range of auditing duties. 	HoLCS HoLCS	30/06/09 31/03/12
Be prepared for a short notice inspection.	3* excellent.	HoBI	31/03/12

Value For Money

Objective 4



WE WANT TO - Demonstrate and deliver Value for Money ensuring that our resources are deployed and targeted on our priorities.

THIS LINKS TO - We Value and Support all our People.
We Do what we Say.

ACTION	OUTCOME	WHO	WHEN
Annual review of corporate procurement strategy, action plan, policies and procedures.	• Updated procurement strategy agreed by BPAC and Board.	HoF	31/07/09
	• Corporate procurement toolkit produced for use by managers and budget holders.	HoF	31/05/09
	• Joint procurement with other RSL's is investigated.	HoF	31/03/12
Review VFM strategy and SMART action plan and use it to continue to embed VFM across the organisation.	• Costs are fully understood and focussed benchmarking is carried out with low cost, high performing organisations.	HoF	31/07/09
	• Agreed service areas moved into the top quartile when benchmarked against other organisations, using the Housemark facility.	HoF	31/03/12
	• Housing management costs and overhead costs in top quartile when benchmarked against other organisations, using the Housemark facility.	HoF	31/03/12
	• Headroom created in business plan by reducing the year of repayment of debt.	HoF	31/03/12
Successful renegotiation of the gap funding agreement at the bi-annual gap funding review.	Retain gap funding at current levels.	HoF	30/11/09
Finance the business growth strategy.	Refinance the business plan and have additional loan facilities of £10M.	HoF	30/09/09



Community Regeneration

Objective 5



WE WANT TO - Encourage and support thriving and secure communities working in partnership to reduce worklessness and raise aspirations.

THIS LINKS TO - We Promote Empowerment.

We put our Diverse Communities at the Heart of All we Do.

Our Vision is to be the Leader in Opening Doors to a Lasting, Richer Life.

ACTION	OUTCOME	WHO	WHEN
Facilitate resources and support for people in our communities to empower themselves.	£100,000 external resources brought into our estates on an annual basis.	HoLCS HoLCS HoLCS	31/03/10 31/03/11 31/03/12
Develop strategies to encourage/build skills within our diverse communities.	<ul style="list-style-type: none"> • Worklessness strategy in place. • Young person strategy in place. • Older persons strategy in place. 	HoBI HoLCS HoSH	30/06/09 31/10/09 31/10/09
Deliver community visions and develop an assessment framework of outcome.	Assess the effectiveness of community visions.	HoLCS	30/11/09
Facilitate social enterprises within our communities.	<ul style="list-style-type: none"> • 2 partnership opportunity or commercial business start ups in 2009/10. • 2 partnership opportunity or commercial business start ups in 2010/11. • 2 partnership opportunity or commercial business start ups in 2011/12. 	HoBI HoBI HoBI	31/03/10 31/03/11 31/03/12
Create a CGA social enterprise.	A sustainable social business whose surplus is re-invested for the benefit of our communities.	HoBI	31/12/10
Delivery of a modern apprenticeship scheme.	2 modern apprentices in place from September 2010.	HoHR	30/09/10
Ongoing monitoring of local labour and training by all contractors.	<ul style="list-style-type: none"> • Contractors meet challenging targets set. • Include information in performance supplement - detailing those employed within CGA estates, within Preston and within the Preston area. 	HoPS HoPS	31/03/10 01/04/09
Develop a financial inclusion strategy (possibly cross tenure)	Maximise customer spending capacity.	HoLCS	31/03/10
Work with area forums, PACTs, LSPs, schools, colleges etc. Identify all potential partnerships and the benefits of working together.	Close partnership working allows CGA to maximise opportunities for regeneration.	HOLCS	30/09/10

Asset Management

Objective 6



WE WANT TO - Deliver Gateway Homes that contribute to environmental sustainability.

THIS LINKS TO - We Do what we Say.

Our Vision is to be the Leader in Opening Doors to a Lasting, Richer Life.

ACTION	OUTCOME	WHO	WHEN
Meet Gateway Homes Standard.	All CGA homes to be at Gateway Homes Standard.	HoPS	31/12/10
Establish and deliver environmental programme.	<ul style="list-style-type: none"> Plan established. Plan delivered. Improvement in satisfaction response within STATUS survey. 	HoPS HoPS HoPS	31/10/09 31/03/11 30/09/11
Establish post Gateway Homes Standard programme and link with procurement review.	Plan put together with customers.	HoPS	31/10/10
Meet targets to reduce environmental impact on properties.	Increase SAP rating and reduce CO ₂ emissions.	HoPS	30/11/12
Plans in place for alternative energy schemes.	Reduce CO ₂ emissions.	HoPS	31/12/09
Deliver alternative energy schemes*	Reduce CO ₂ emissions.	HoPS	31/10/10
Deliver inspection action plan recommendations with regard to day to day repairs, voids and improvements.	All delivered.	HoPS	31/10/09
Garage strategy.	Approved by Board and GTC.	HoLCS	31/05/09
Asset management strategy (not homes) developed.	<ul style="list-style-type: none"> Agreed by Board and GTC. Delivery of asset management strategy (homes not commenced). 	HoLCS/HoPS HoLCS/HoPS HoPS	31/12/09 01/04/10 31/03/12
Ensure Jackson Lloyd deliver top quartile performance as per contract.	Top quartile performance and VFM achieved.	HoPS	30/06/09
Gain environmental standard accreditation.	<ul style="list-style-type: none"> Decision on which accreditation to be achieved. Accreditation achieved. 	HoPS	30/06/11

Gateway Brand

Objective 7



WE WANT TO - Ensure our people understand and live the Gateway Brand.

THIS LINKS TO - We Value and Support all our People.

We Passionately Promote Gateway.

We Promote Empowerment.

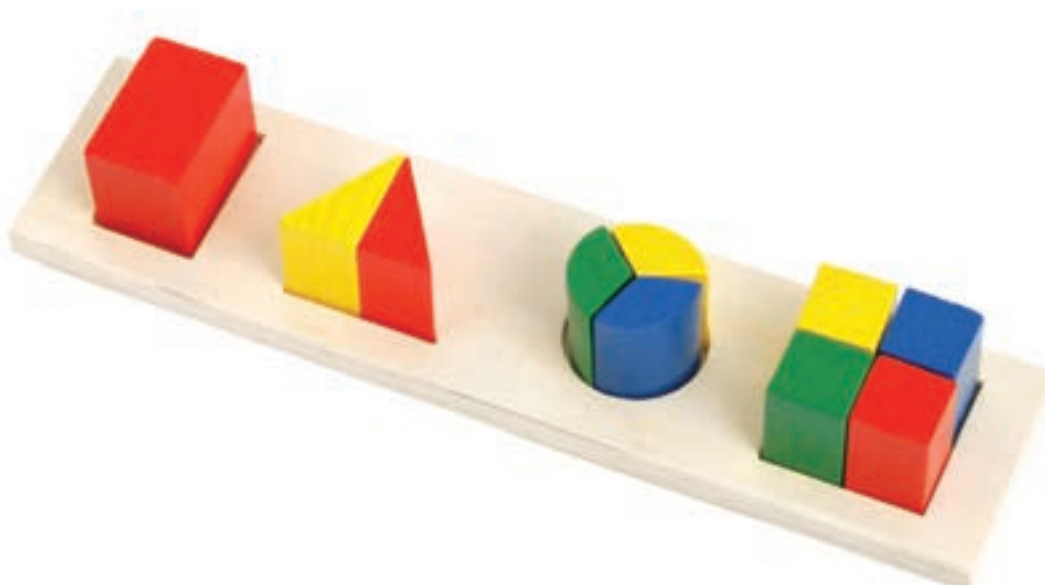
We put our Diverse Communities at the Heart of All we Do.

We are Open and Honest.

We Do what we Say.

Our Vision is to be the Leader in Opening Doors to a Lasting, Richer Life.

ACTION	OUTCOME	WHO	WHEN
Constantly reaffirm staff commitment to living the Gateway Brand.	• Outcomes of mystery shopping and STATUS survey questions to evidence this commitment is in place.	HoHR	31/10/09
	• Full attitude survey including staff, Board, GTC, membership and other stakeholders by March 2010.	HoHR	31/03/10
Develop our 'Green' brand.	All projects evidence our corporate social responsibility.	CE	31/03/10
Develop and enhance the Gateway model.	• Thriving national Gateway Network.	HoCE	31/03/10
	• Establish Gateway model plus.	HoCE	31/03/11
	• Establish Gateway consultancy.	HoCE	31/03/11





**If you would like
information in another
language or format,
please ask us.**

Hindi

यदि आपको यह दस्तावेज़ किसी अन्य भाषा या रूप में चाहिए तो कृपया हम से कहें।

Punjabi

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਥੋਂ ਮੰਗ ਲਓ।

Polish

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy nas o tym poinformować.

Gujarati

જો તમને આ દસ્તાવેજ બીજી ભાષામાં કે અન્ય ફોર્મેટમાં જોઈતો હોય તો કૃપા કરીને અમને પૂછો.

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

Urdu

اگر آپ کو یہ دستاویز کسی دیگر زبان یا وضع میں درکار ہو تو براۓ مہربانی ہم سے دریافت کریں۔

Farsi

در صورتیکه میل دارید این نوشته به زبان یا شکل دیگری به شما داده شود، لطفاً آنرا از ما درخواست نمایند.