

FAMILY HOUSING ASSOCIATION

“Living our values to provide great homes and neighbourhoods of choice”

2009 - 2012



**MORE THAN A
LANDLORD ...
FAMILY**



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1 A BIT ABOUT US



1.1 Structure

The Family Birmingham Group is a diverse organisation, serving diverse communities and carrying out a wide range of activities.

Family Birmingham
Delivers core housing and regeneration business



Family General
For the development of shared ownership properties

Cornerstone Commercial Services
Unregistered commercial arm

1.2 Profile

Stock:

- 2,100 homes across Birmingham, Sandwell, Solihull and Warwickshire
- Almost a third of homes built before 1900, and half before 1945
- Heavy concentration of stock in some of the most deprived wards in North West and East Birmingham
- Flats and bedsits represent over 50% of the stock
- Social Care projects account for one third of turnover
- Low cost home ownership represents almost 10% of stock

Residents:

- High proportion of single people directly linked to our stock profile
- In excess of 50% of residents from minority ethnic backgrounds
- High proportion of residents in receipt of benefits or on very low incomes (below £300 per week)

1.3 Values

At Family Housing we aim to exceed our customers expectations. Our Values reflect how we conduct our business and treat customers, cutting across everything that we do.

Professional - We will be efficient, effective and skilled.

Respect - We will value difference and promote equality.

Honest - We will be trustworthy, open and clear.

Reliable - We will be accountable, committed and will deliver.

Caring - We will be considerate, supportive and understanding.

Special - We will be positive, creative and inspired.

2 WHERE ARE WE NOW



The success of Family Housing is dependent upon our ability to deliver great services, work in partnership, live our Values, recognise achievements and adapt to change.

2.1 Achievements to date

Financially secure – Family Housing has always prided itself on its independence and robust financial management. This has become increasingly critical given the additional pressures exerted by the current economic conditions.

Committed and Skilled People – We have recruited and developed people who have demonstrated commitment to the organisation and skill in their varying fields. These people are the basis of who we are, and are fundamental to us achieving our future aims.

Customer 1st – We have always strived to put our customers at the heart of everything we do. The establishment of a dedicated involvement team and the launch of the new resident involvement framework, Customer 1st, has strengthened our commitment to putting our customer's first, ensuring that their views are sought and heard.

Community Investment – In partnership with residents and stakeholders Family Housing has become a key player in a variety of regeneration activities across Birmingham. Projects range from accredited employment and training to Green Doctor advice, and work with refugees to Smart Meter projects. Most notably our work on Eco improvements and energy efficiency has been acclaimed and is something we hope to build on and expand.

2.2 Drivers for Change

Economic Environment – The environment in which providers of affordable housing operate has changed dramatically. The global recession has had clear and well documented impact on all sectors, and we should be aware of these economic changes in order to limit the impact on our core business.

Regulatory & Investment Environment – The establishment of the Tenants Services Authority and Homes and Communities Agency has changed the regulatory and funding framework within which registered providers operate. We must be aware of these changes and ensure that we continue to meet our regulatory requirements.

Inspection – Family Housing was subject to a short notice inspection by the Audit Commission early in 2009, which highlighted some areas which were in need of improvement. By building on our promising prospects for improvement, the Audit Commissions' second Judgment, we are striving to deliver the best service we can to all our customers.

2.3 Development of 'More than a Landlord...'

This document has been developed in partnership with residents, the staff team and the Board of Management over a six month period.

Facilitated focus groups have been held with residents, front line staff and managers. The outcome of these consultation exercises has been combined with feedback from the Board, and together forms the basis of the six themes, and the key targets and milestones within the delivery plan.

'More than a Landlord...' has been approved by our Resident's Forum, One Voice, as well as our Board of Management.

3.1 What we are going to do

Family Housing has been through a period of change. We have a clear sense of who we are, what we are good at, where we need to improve, and where we are going. We are ambitious, but not reckless. We want to work with residents, staff and partners to deliver high quality services to our customers and the communities within which we operate.

To support this Family Housing has six themes which will deliver key outcomes for customers:

1) To deliver great services and offer real choice to residents by living our values

By living our values we aim to deliver the best possible service to our customers, and for customers to be happy with all aspects of the services they receive. We want to continuously improve the services we provide by comparing ourselves to our peer group and learning from best practice. By providing appropriate information about our performance and achievements we want our customers to be able to make informed choices about the things that matter most to them.

2) To support resident empowerment and ensure robust governance

We want to ensure residents are placed at the heart of everything we do. Therefore we will support residents to feel empowered and to get involved in the management and governance of the organisation. We will support our Board to be effective cohesive and representative of the communities within which we work. We will ensure the Board and Senior Management Team have the appropriate skills and experience to support and govern the organisation to deliver high quality services and meet our legal and regulatory requirements.

3) To consider diversity in all that we do, and provide all customers with equal access to services

By consistently delivering excellent customer service to all our internal and external customers, we are striving to keep good customer service alive. Through the delivery of our 'Getting to Know You' projects we will have better understanding and insight into our customers needs, allowing us to provide more tailored and flexible services. This increased knowledge will in turn assist us in playing an active role in creating more cohesive communities.

4) To be viable and deliver value for money services

Our focus will remain on the delivery of economical, efficient and effective services with surpluses being reinvested into priority areas. Value for Money will be at the forefront in the development and procurement of new services as well as in continuously reviewing existing services. In addition, our financial plan details annual efficiency targets, which ensure the long term viability of the organisation.



3 THE NEW FAMILY

5) To be sustainable in all that we do

To be sustainable in the long term we must consider social, physical and economic influences. Therefore we will continue to invest in improving the condition of existing stock, whilst engaging in innovative building methods for new stock; we will maintain and expand our partnership working to facilitate creative regeneration activities such as retro fitting and providing accredited training opportunities; and we will build on existing successes in our Eco and sustainable energy projects. Finally, we will apply environmental sustainability principles to our business processes including in the development of new 'fit for the future' office accommodation.

6) To enable future growth

Growth is important to us, both in terms of size and capacity. To grow our capacity we will continue to value and support our people recruiting, retaining and developing a skilled and ambitious team that can take Family Housing into the future. We will grow in size through strategically targeted development and by working with partners who have similar objectives and can add value. We will build on our expertise in specialist areas, such as eco improvements, leading to the establishment of special or niche projects, as well as considering the expansion of some services to provide for external parties.

3.2 How we are going to do it

'More than a Landlord...' creates the top of a pyramid of documents, detailing key objectives and delivery targets, and enabling us to map progress across the business. We will remain ambitious ensuring we achieve the outcomes identified for customers. The delivery plan will remain a dynamic document enabling us to incorporate and meet emerging needs. Delivery will be monitored and supported by our Residents Forum, One Voice, the Executive Team and the Board of Management.

The diagram on the right shows how our Values cut across the six themes identified, and how they link into our business strategies and delivery plan.



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Family Housing Association (Birmingham) Ltd
Bordesley House, 44/46 Coventry Road, Birmingham B10 0RX

Tel: 0121 766 1100 Fax: 0121 766 5115
Email: post@family-housing.co.uk Website: www.family-housing.co.uk