



Focus on
Viability and Strength



Focus on
Enterprise and Growth



Focus on
Communities and Customers

Corporate Plan 2011/12 - 2015/16

Pride in Our Homes, Proud of Our Neighbourhoods

Forward

This Corporate Plan represents a coming of age for LMH. It is an opportunity to build upon the excellent progress made so far and also consider our place in a changing world and society.

I continue to be overwhelmed by the LMH team and tenant board members, particularly by what they have undertaken and achieved so far. The team has continued to work tirelessly and through this they have delivered above and beyond what has been required of them, creating better lives for tenants and positive change for our communities. As a result of this, I am pleased to report that LMH have won numerous regional and national awards proving that they are committed and dedicated. I am sure this will continue in the years to come, putting LMH at the forefront of the housing association sector.

We have come so far since the handover of the City Council's housing stock on 31st March 2008, building upon our journey and keeping the promises made to tenants. The new Corporate Plan showcases how LMH will continue to evolve over the coming years. A new look and feel has been developed to maximise LMH's successes whilst highlighting visually the great work achieved for, and by, tenants and communities alike. The new symbols create one purpose, one entity, one vision. Our goals and aspirations can be found detailed under each one of three new focuses.



The LMH Corporate Plan is a document which conveys how much LMH is achieving through continuing partnerships, maximising outcomes, delivering promises and going the extra mile to make Liverpool a better place. With the help of staff, partners and tenants we can make our promises become a reality and this is something I look forward to achieving more of within the coming years.

Bill Lacey
Chair



LMH
Liverpool Mutual Homes

Introduction

LMH was created as the credit crunch hit and the world spiralled into a global recession. Notwithstanding this difficult environment LMH has blossomed and continues to fulfil its commitments. We are now even more convinced that our mutuality, together with the combination of an entrepreneurial approach and social purpose, is a cornerstone for success.

The External Environment

We have seen the creation of a new coalition government with a new agenda which includes some far-reaching changes. Against this backdrop of uncertainty, there is one thing that is certain, LMH will continue to rise to all the challenges the changes present and turn them into opportunities for positive change.

At LMH we recognise that we can do more to tailor our services to the needs of different local groups and specific local areas. Whether it be working with a specific community or working alongside a specific interest group to introduce and provide new and different services, we are listening and adapting our services around what tenants and customers tell us they want and need. With the help of everyone we will deliver our mission 'pride in our homes, proud of our neighbourhoods'.

Our Internal Environment

During 2010/11 LMH experienced another year of achievement and improving performance across most service areas. Again it has been a year of important changes and challenges internally. We move forward into 2011/12 working with only one Housing Management Contractor having taken the delivery of housing services to most of our customers back "in house".

There have been some major issues with our repairs contractor that has led to the development of a new repairs and maintenance solution that will be mobilised during 2011/12. However, despite this we have achieved consistently high customer satisfaction levels, top quartile performance on relet times and maintained our excellent standard of specification on improvements to customers homes.

We have completely reorganised the way we deliver our housing and customer services to provide a new mode of service delivery centred around the individual needs of tenants. This approach includes the establishment of a state of the art Customer Service Centre 'LMH Connect', in response to customer feedback on preferred methods of contact.

Crucially, we completed a review of staff terms and conditions to address issues of inconsistency and have ensured a continued focus on reward linked to improved performance. We achieved a very high

“silver” assessment for our first Investors in People application which demonstrates our commitment to being a learning organisation that values its staff. This, coupled with the Customer Service Excellence Award, will ensure that we can deliver high levels of customer service and customer satisfaction going forward.

Navigating the Course for LMH

LMH continues to remain focussed on delivering high quality homes and services to our tenants and customers. Delivery of our transfer promises remains a priority.

We see ourselves as a social entrepreneur with a clear focus on business and commercial success to support our social purpose. Central to this is our concept of ‘Social Dividend’.

Even in the most difficult of circumstances opportunities exist for successful and well-performing organisations. We welcome these challenges and will embrace them to maximise the outcomes from our ‘Social Dividend’.



Steve Coffey
Chief Executive LMH





Vision, Mission and Values

Liverpool Mutual Homes (LMH) has a strong sense of identity and has defined its aims and priorities in simple and clear terms. Our Vision, Mission and Values inform the way we work on day-to-day basis and continue to shape our corporate identity and our ethos. All LMH activities reflect the high level of responsibility placed on an organisation that is the UK's largest tenant-led housing association.

Our Vision is to create 'Pride in Our Homes' and be 'Proud of Our Neighbourhoods'.

Our Mission is to create homes, communities and neighbourhoods where:

- People choose to live
- Customers receive the highest possible quality of service with the resources available
- Families and individuals can thrive and prosper

Our Values are:

For Liverpool

- We are here for the whole of Liverpool
- We are a social housing organisation with properties across the city

For the Long Run

- We are creating a legacy
- We will deliver quality services in the knowledge that we are providing homes for life
- We are preserving social housing in Liverpool for future generations

For Everyone

- We are tenant-led
- We are improving people's lives and are fully inclusive in the way we operate
- We aim to improve local quality of life and remove any barriers that exist
- We will always be the best we can for the benefit of everyone

Our Focus

In looking to deliver its Vision, Mission and Values, LMH has developed a new Corporate Plan which will cover the five year period from 2011/12 to 2015/16.

At the heart of this plan is the concept of 'Social Dividend'. LMH will carry out all of its activities in an efficient and effective manner – it makes good business sense and will provide value for money. This approach will maximise outputs and minimise cost in a similar way to 'for profit' businesses. Unlike these businesses LMH will not pay a dividend to its shareholders.

At LMH we will create a 'Social Dividend' which can then be applied to further our social purpose – addressing deprivation, promoting inclusion and supporting communities. It will help us achieve our Vision.

Our Goals and Aspirations

A series of medium term goals and aspirations have been set out for each focus within LMH's Corporate Plan. This will detail the aims LMH will look to achieve over the five year period.

In addition to this, a specific set of similar goals and aspirations will be written for each year and these will comprise LMH's Operational Plan. Achieving these goals and aspirations will, deliberately, be a stretch for the organisation but LMH remains committed to pushing the boundaries in order to maximise the 'Social Dividend'.





Focus on
Viability and Strength

Board Champion: Mike Harden

Executive Champion: Peter Fieldsend, Director of Corporate Services

Creating a Social Dividend through the efficient
and effective management of assets and
delivery of services



LMH

Liverpool Mutual Homes

Five Year Goals and Aspirations: Corporate Plan

- Maximise and outperform the robust assumptions in our business plan;
- Deliver value for money gains across all key areas of activity;
- Continually improve performance against all business critical performance indicators;
- Maintain high standards of governance and compliance with legal and regulatory requirements;
- Control and manage all key risks through embedded and effective risk management approaches;
- Complete and deliver all LMH promises made at transfer; and
- Achieve high levels of employee engagement, aiming for high levels of staff wellbeing.







Focus on
Enterprise and Growth

Board Champion: Ken Hughes

Executive Champion: Maggi Howard, Director of Asset and Enterprise

Increasing the Social Dividend through an
entrepreneurial approach to the provision of
new products and services



LMH

Liverpool Mutual Homes



Five Year Goals and Aspirations: Corporate Plan

- Effectively support the supply of suitable housing through the growth of homes with a range of tenures and locations;
- Establish effective partnerships, alliances and joint initiatives with a range of public, private and third sector organisations;
- Create and establish new services which add value to LMH and its customers;
- Provide services to others that add value to LMH and its current, and future, customers;
- Pursue opportunities associated with the generation of renewable energies, becoming a green organisation;
- Make a meaningful and positive impact on the development of housing and regeneration policy at local, regional and national level; and
- Create and support social enterprise and an entrepreneurial approach to the provision of services.







Focus on
Communities and Customers

Board Champion: Will Roby

Executive Champion: Angela Forshaw, Director of Housing and Customer Services

Applying the Social Dividend to address
deprivation, promote inclusion and support
customers and communities



LMH
Liverpool Mutual Homes

Five Year Goals and Aspirations: Corporate Plan

- Develop the 'LMH Service Offer' by creating modern services that are tailored to meet the diverse needs of customers and communities;
- Enhance 'independent living' opportunities to improve the health and life choices of our customers and communities;
- Invest in localities and communal spaces using our resources to create beautiful environments;
- Mobilise and motivate our customers and communities to achieve positive, lasting and creative solutions to local issues;
- Realise our full partnership potential by aligning LMH resources and energies with those of partner agencies and community representatives; and
- Capitalise on the opportunities we have to deliver local training and employment initiatives including apprenticeships.



 **0300 123 2300**

 **0800 678 1894**

LMH CONNECT

Head Office Commutation Plaza, 1 Commutation Row, L3 8QF



info@liverpoolmh.co.uk www.liverpoolmutualhomes.org