

# One Housing



## Our vision and Plan 2018-2023

We create places for people to call home  
and support them to live well



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## Introduction: a message from the Chair and Chief Executive of One Housing

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It has been seven years since we launched our 2011 Corporate Plan.

Plenty has changed since then. We have had a number of changes of Government, a full set of responses to the housing crisis, and a referendum on our relationship with the European Union.

But, stepping back from the day-to-day, we can see that some of the fundamentals that drive our work have not moved in a positive direction. For many people looking for a safe, affordable home in London and the South East, things have become more difficult, for example:

- there are now 4,751 people sleeping rough in England
- last year there was an 18% increase in rough sleepers in London
- there are over 159,000 Londoners

living in temporary accommodation

- the average deposit paid by London first-time buyers has risen by 62% since 2013 to over £90,000.

It's clear that the work that we do has become even more important. This plan reflects our desire to focus our efforts to help tackle the housing crisis - a crisis that is not just about supply but also affordability, quality and having the right services and support for the vulnerable. It includes some clear, concrete steps to make sure that we do so.

Focusing on the fundamentals, rather than the daily headlines, is the right thing to do.

But sometimes we have to recognise that a single event is important enough to make us go back to first principles and think very hard about both what we do

and how we do it. The tragedy of Grenfell Tower is one of those events.

The focus of this plan is different because of Grenfell Tower. It is in obvious ways such as the focus on safety and compliance; our first duty as a landlord is to keep our residents safe. But it is also throughout the plan in our focus on understanding our residents and responding to their needs.

Finally, aside from external pressures, the Corporate Plan also sets out the changes that we want to make as an organisation to grow and to improve. It includes a new vision and new values - developed with our employees and our residents - and sets out the steps we're taking through our modernisation process, One Future, to make sure that we can continue to create places for people to call home and support them to live well.

A Corporate Plan is an important statement of our priorities and our strategy. It covers five years - but it is not set in stone. We will constantly review this strategy and we would very much welcome your comments and feedback.

Our best wishes,



Steve Douglas  
Chair



Richard Hill  
Chief Executive

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## Our vision and values

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In early 2018 we launched a big conversation with our employees and residents about our vision and values. We wanted to ask some fundamental questions about what we do and what we can contribute to solving the housing crisis across London and the South East.

Over 400 of our employees attended workshops on our values and we had over 80 suggestions for a new vision.

What we came up with was a clear vision and a set of values that reflect the views not just of our Board and our leadership team, but reflect the full diversity of the people who work for One Housing and those who live in our homes.

*The final vision statement was suggested by Holly O'Callaghan who works in our housing team.*



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## Vision

We create places for people to call home and support them to live well

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## Values

We keep our promises

We do a great job

We work together

We value diversity

We look for ways to improve

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We are working with our employees and our residents so that we embed these values across all the work that we do.

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## Creating places to call home

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Our primary role as a landlord and a core part of our vision is to create places for people to call home. We own and manage over 16,000 homes and we are the landlord for 35,000 residents.

Our main responsibility as a landlord is to ensure that our residents are safe and secure in their homes. We've always focused on this but, after the terrible events at Grenfell, it's important to be clear that this is an absolute priority.

Our work with our residents goes beyond creating a place that they can call home. We also want to support them to live well. We have a broad ranging employment and training offer which is aimed at helping our residents get into work, and beyond that, helping them in finding employment that pays decently and is long-term and sustainable. In 2017-18 we helped 250 of our residents find employment.

We create places for people to call home by:

- ensuring the safety of our residents through a comprehensive approach to health and safety and compliance
- improving our customer experience through better systems and processes, and a culture that focuses on our residents
- growing our employment and training offer through our Academy which aims to tackle inequality by providing services that support social, economic and professional development.

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## Supporting people to live well

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Providing care and support to those who are vulnerable is an incredibly important part of what we do; every year we support over 9,000 people with the care and support that they need. We do not consider this as optional but as a core part of our mission.

We aim to concentrate on specific groups of service users going forward but we recognise that some are under greater funding pressure than others, so we acknowledge that we may have to take a more flexible approach. Our priority areas of work going forward are: homeless people; those with complex needs; people with mental health problems; older people; young people; and NHS partnerships.

We support people to live well by:

- improving the quality of the care we provide — overall CQC ratings at GOOD or better
- expanding our partnerships with the NHS and healthcare providers with more partnership schemes that link health and care
- responding to the needs of an ageing population by growing our senior living offers — Season, for affordable rent and shared ownership, and Baycroft, which offers nursing and dementia care.





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## Building homes and communities

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The housing crisis in London and the South East means that to deliver our mission we have to have a clear focus on building homes and communities.

Our focus is on the development of homes that people can afford. We want our development programme to serve that section of the population which is not well provided for and where there is significant need. This means that, wherever possible, we will prioritise building genuinely affordable homes.

We have a number of estates where we want to work with residents to develop proposals for renewal. We think that they represent great opportunities to improve homes and strengthen communities.

**We will build homes and communities by:**

- developing 5,000 new homes over the next ten years - with at least 50% of the homes that we build for London living rent, affordable rent or shared ownership
- working in partnership with the GLA and our local authority partners so that we meet housing need in our core boroughs and start 720 affordable homes by 2022
- rejuvenating our existing estates so that they meet the needs and aspirations of our residents.

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## Growing responsibly and sustainably

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Arlington, our hostel in Camden, opened its doors in 1902. One Housing itself is able to trace its roots to the establishment of Community and Toynbee housing associations more than 50 years ago. We were one of the housing associations that were created in response to the public reaction to 'Cathy Come Home' and growing homelessness in the late 1960s. We honour that legacy in the work that we do every day and have joined 'Homes for Cathy' a coalition of other housing associations who believe providers have a key role to play in solving the homelessness crisis.

This history reminds us that we are a long-term business, with substantial assets, but also responsibilities to our residents that run a long time into the future. We must be financially strong and well covered.

Effective governance is exceptionally important in underpinning the work that we do. It enables us to manage risk effectively and take informed decisions based on evidence. We have been working hard to improve our governance framework and to embed an effective culture of good governance.

**We will grow responsibly and sustainably by:**

- working and planning within our new financial standards
- improving our operating margin to 35% in 2022-23 so that we are able to better achieve our social objectives
- demonstrating the quality of our governance so that we are rated G1 by our regulator.



Leo moved to Arlington in 2017 and is on track to achieving his goal of qualifying as a teacher with our help.



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## A modern, flexible and fun place to work

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We believe that a key way of ensuring that we provide great services to our residents is to make One Housing a modern, flexible and fun place for our employees to work. We want our people to be ambassadors for One Housing because they are proud to work for us and committed to what we do.

It is a really important part of being a modern employer that we value the diversity of our workforce and that we work towards having a diverse Board and Senior team. We have recently signed up to the Leadership 2025 commitments and Women in Social Housing to ensure diversity at the top of the organisation becomes a reality.

We will be a modern, flexible and fun place to work by:

- becoming a Top 100 employer – as measured by the Best Companies engagement score for not-for-profit companies
- improving the offer to our employees so that we can continue to recruit and retain talented and committed people - for example by reviewing salaries regularly and achieving the London Living Wage
- delivering on our Leadership 2025 commitments.



# One Future

One Future is our strategy to modernise One Housing.

We started the programme in September 2017 and we are making good progress in identifying some key priorities for action.

In setting up One Future we have agreed a set of service design principles. These will guide the development of our improved services.

The service design principles are:

- We start with our customers' needs.
- We listen to our customer-facing colleagues.
- We think about all of the customer's journey.
- We work hard to make things simple for our customers.
- Our services are consistent, not uniform.
- We design with data and always measure outcomes.
- We are open and transparent.
- We test, get feedback and do better.
- We create value by measuring costs and benefits.
- We work as One team.

# Our success

Here's an overview of some of our key achievements and headline figures. You can find more information on our website [onehousing.co.uk](http://onehousing.co.uk)



We are developing 5,000 new homes over the next ten years **and at least 50% will be for London living rent, affordable rent or shared ownership**



# One Housing



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