

# 2024-2029 CORPORATE PLAN

## PURPOSE

We exist to provide, support and promote co-op and community-led housing solutions.

## VISION

We want to grow co-op and community-led housing to see more people living and working in co-operative ways.

## VALUES

We believe that how we work is as important as what we do. The values that underpin our work are:

- **Unity:** We work as one team, with one reputation
- **Trust:** We strive to be reliable, fair, and acting with integrity
- **Intention:** We know why we do things, we have plans and we monitor them
- **Impact:** We care about the impact that we have on others
- **Collaboration:** We achieve more when we work with others
- **Communication:** We seek understanding as a basis for win/win solutions
- **Kindness:** We are brave and honest, facing difficult issues with empathy

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## PRINCIPLES

**Principle 1:** Committed to all 3 business streams: landlord services; management services; growth and development

**Principle 2:** Each business stream is financially viable.

**Principle 3:** Continue to be an independent, small (under 1000) housing association.

## ANNUAL THEMES

Year 0 (23/24)

MAKING THINGS WORK BETTER

Year 1 (24/25)

FOUNDATIONS AND TRANSFORMATION

Year 2 (25/26)

IMPLEMENTATION AND CELEBRATE 50 YEAR ANNIVERSARY

Year 3 (26/27)

IMPROVE AND REVIEW

Year 4 (27/28)

ADAPT AND CHANGE

Year 5 (28/29)

REFLECT AND PLAN

## FOR EACH YEAR

WE HAVE THREE PRIORITIES: A, B and C

WE HAVE A PLAN WITH EIGHT GOALS: A1, A2, A3; B1, B2; C1, C2, C3.

## PILLARS

**Pillar 1:** Financially sustainable

**Pillar 2:** Legally and regulatory compliant

**Pillar 3:** Customer and community focussed

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## 2024/25 PRIORITIES

**Theme:** Foundations and transformation

**Priority A:** Efficient and effective service delivery and investment.

**Priority B:** Working co-operatively with communities and customers to make a difference.

**Priority C:** Having an influential impact on wider sector and society.

## 2024/25 PLANS

### Priority A Goals

**A1:** Review and adapt operating model and costs.

**A2:** Maximise the benefit of technology.

**A3:** Data driven asset management strategy and delivery.

### Priority B Goals

**B1:** Learning what matters to our customers and acting on it.

**B2:** Explore ways for CDS residents to have a meaningful and lasting role in their homes and communities.

### Priority C Goals

**C1:** Develop commercial models for growth in CLH

**C2:** CDS recognised as an innovator and influencer in the social housing sector.

**C3:** CDS growth plan developed.

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