



# Corporate Plan 2017 - 2020

co-  
owner  
ship.  
org



Co%ownership

## Contents

Chairman's Foreword	1
About Us	2
Mission, Vision and Values	2
Business Objectives and Performance Indicators	3-5
Summary Overview	6

# Chairman's Foreword

I am delighted to present our 3 year Corporate Plan for Co-Ownership Housing for the period 2017-2020. This plan articulates the strategic direction for our organisation and the means by which we will monitor performance against targets. It broadly translates into three main themes and they are:

1. Managing the Business
2. Delivering Change
3. Quality and Continuous Improvement

In preparing the Corporate Plan the Board has worked closely with the Chief Executive and Executive Management Team, who in turn engaged with staff to develop a clear vision and set of values which will underpin all of our activities over the next 3 years. The Board looks forward to helping lead the organisation over the next 3 years in a way which will support the Executive Management Team as it faces current and emerging challenges.

Co-Ownership Housing is in a strong financial position. The Board is pleased to have secured public funding in the form of Financial Transactions Capital funding (FTC) for the period of this plan. Combined with our private finance, this gives us a stable funding platform to achieve our business objectives.

As we started this process we considered the very essence of the organisation. Staff input has also informed our thinking. What emerged quite clearly was that Co-Ownership Housing is about aspiration; we help those who aspire to own their own home, whether fully or partially. We continue to hold a sense of social purpose at the heart of what we do, whilst also having a strong commercial focus. We kept the theme of aspiration and a focus on people in mind as we developed the plan.

By the end of this corporate planning period we will have reached an important milestone. Established in 1978, Co-Ownership Housing will have been in existence for 40 years in 2018.

We will be proud to have helped 27,000 households onto the home ownership ladder by our 40th Anniversary.



Whilst the operating environment in the public sector remains challenging, I remain optimistic about our potential and I am confident that we will continue to develop further. We look forward to continuing to provide a valuable service to Northern Ireland's future homeowners.

As Chair, I would like to express the Board's gratitude to the staff of Co-Ownership Housing for the continuing commitment and dedication they demonstrate. I would couple with that the support and co-operation received from colleagues in the Department for Communities.

We will continue to demonstrate our commitment to developing staff. Empowered and engaged staff are the bedrock on which this strategy will be delivered.

Together, we will continue to strive to be a sustainable, people-centred organisation, which offers value for money through continuous improvement and a commitment to achieving excellence.

A handwritten signature in black ink that reads "Sid McDowell". The signature is written in a cursive, flowing style.

Sid McDowell CBE, Chair

## About us

Since 1978, Co-Ownership Housing has helped more than 26,000 households to purchase their own homes through shared ownership. Over 8,000 homes across Northern Ireland are currently Co-Ownership homes.

Purchasers take as large a share as they can afford to start with, between 50% and 90% (known as the 'starter share'). They can then increase that share at any time ('staircasing'). Co-Ownership purchasers are known as leaseholders because they receive an equity sharing lease on their properties.

We are Northern Ireland's regional body for shared ownership and are a registered housing association and industrial and provident society, regulated and funded by the Department for Communities. We are recognised by the Inland Revenue as a charity for taxation purposes, and have begun the process of registration with the Charity Commission NI.

We have a clear focus on what we want to achieve in the coming years, consistent with our position as an organisation with a social purpose. This will be underpinned by strong leadership and a rigorous performance management system. In delivering our aims, we will adhere to the highest standards of governance and accountability as well as delivering value for money.

# Co%ownership

## Mission

To provide different opportunities for people to get onto the property ladder.

## Values

People are at the heart of what we do. We are committed to quality. We will work in an atmosphere of integrity and professionalism.

## Vision

To be the innovative leader in helping people afford their dream of owning their own home.

2017—2020



co-  
owner  
ship.  
org

# Corporate Objectives 2016-2019

**Objective 1:** To manage our core business efficiently, utilising available finance to maximise delivery of Co-Ownership properties against targets.

Associated Business Objectives	Performance Indicator
Deliver high levels of operational performance	Achieve performance and financial targets
Ensure scheme is in line with customer needs and housing market conditions	Implement scheme review recommendations
Develop Staircasing strategy to maximise staircasing for both existing and new applicants	Increase in leaseholder awareness on staircasing options Increase staircasing levels where appropriate
Deliver a Value for Money Strategy to meet new regulatory requirements	Actions from Value for Money Strategy implemented

**Objective 2:** To deliver a Change Programme that will enhance effectiveness and efficiency of the business to serve our customers.

Associated Business Objectives	Performance Indicator
Implement Digital Services across the business to enhance customer service	Delivered on time and on budget with measurable improvements to service
Implement further phases of Electronic Document and Records Management System across the business	Delivered on time and on budget with measurable improvements to service
Introduce a continuous improvement programme to focus on quality improvement and excellent customer service	Implemented on time and on budget to deliver measurable improvements in quality, customer service and customer engagement

# Corporate Objectives 2016-2019

**Objective 3 :** To grow our business and deliver innovation through the research and development of new products.

Associated Business Objectives	Performance Indicator
Implement Rent to Own	Delivered on time and on budget as per Rent to Own business plan and critical success factors
Review funding model to ensure Co-Ownership model remains financially robust	Delivered on time and on budget
Diversify product range through research and development, and stakeholder engagement	Delivered on time and on budget

**Objective 4:** To invest in and support our people so they continue to deliver high performance and innovation.

Associated Business Objectives	Performance Indicator
Further develop a skilled and engaged workforce	<ul style="list-style-type: none"> <li>• HR Strategy developed and implemented</li> <li>• BITCNI CoRe accreditation achieved</li> <li>• liP accreditation improved</li> <li>• Staff survey results improved</li> </ul>
Enhance learning and Development	Delivered on time as per Learning and Development Plan
Enhance the performance management system	Completion of performance appraisals and personal development plans

# Summary

## Year 1

Achieve all business as usual operational and financial KPIs

Successfully implement Rent to Own

Successfully implement further phases of EDRMS

Implement Phase 1 Digital Services

Deliver Leadership Academy

Achieve BITNI CoRe Accreditation

Review funding model to ensure Co-Ownership model remains financially robust

Assess potential complementary products

Develop staircasing strategy

## Year 2

Achieve all business as usual operational and financial KPIs

Implement a continuous improvement approach to core business processes

Commence implementation of identified complementary products

Deliver subsequent phases of Digital Services

Implement changes to the core scheme arising from the review of the funding model

Deliver a value for money approach

Improve IIP accreditation

## Year 3

Achieve all business as usual operational and financial KPIs

Have in place funding arrangements for the period after current FTC/private finance

Continuing implementation of identified complementary products

Implement further phases of Digital Services

Review research priorities ahead of new corporate planning cycle

# co- owner ship. org



Murray House, Murray Street,  
Belfast BT1 6DN

**Call 028 9032 7276**

Fax 028 9033 0720

Textphone 18001 028 9032 7276

[hello@co-ownership.org](mailto:hello@co-ownership.org)

