



Raven
Housing Trust

OUR STRATEGIC PLAN 2019-2022

MAKING THE DIFFERENCE





THIS NEW STRATEGY IS THE RESULT OF A COLLABORATION BETWEEN RAVEN'S BOARD MEMBERS, CUSTOMERS, AND STAFF. OUR VALUES UNDERPIN THIS STRATEGY AND ENSURES ITS DELIVERY AND SUCCESS.

CHALLENGES AND OPPORTUNITIES

For the next three years, we recognise the following challenges and opportunities:

The housing crisis – we still need more homes. For every affordable home built in the South East, 23 families are still waiting. The average household income is £31,000, yet the income needed for an 80% mortgage is £82,000.

National Housing Policy – policy has shifted favourably for Housing Associations like Raven, who are now seen as part of the solution to the housing crisis.

Grenfell Tower tragedy – the fire at Grenfell Tower is driving greater accountability, tougher regulations, and improved building standards for landlords.

Welfare reform – changes continue to challenge affordability and keep foodbanks twice as busy; we are half way through a four-year freeze on working age benefits and the roll out of Universal Credit.

Homelessness – there has been a 19% increase over the last three years, whilst rough sleeping has increased 169% since 2010.

Brexit – economic uncertainty prevails due to Brexit and a global slowdown linked to China's economic growth slowing.

Societal changes – we are an ageing population with rising needs and expectations.

Institutional mistrust – there is a growing undercurrent of mistrust and a sense of 'us and them' as reported in the findings of the Civil Society Futures – Independent Inquiry.



OUR PURPOSE

In turbulent times, Raven's purpose remains clear and resolute; we don't just build houses, we build homes. In doing so we provide services that change lives.

Everyone at Raven is proud of our purpose "Building Homes, Changing Lives".

OUR VISION

We believe that having a good quality, affordable home makes a huge difference to people's lives and that creating social value is an important part of our work.

We will ensure all our residents are connected to services they value and trust; services that work alongside them, saving them time, giving them options, and helping them enjoy their homes.

Our mission is urgent so we are both relentless, and exceptionally good at:

- Understanding what our residents really need and how best to equip our teams to meet those needs
- Making improvements at pace; and
- Building a lot more homes

We know our vision to give our residents a louder voice, to innovate, and to make the best use of new technology will inspire others. We want them to come and work with us as part of our team or as a partner, so we can do more together than we can alone.

We are Raven and we are proud to put our residents at the heart of everything we do.

OUR VALUES

How we deliver on our vision is important to us, and we commit to living our four values in both our decisions and actions.

Trust – we earn trust by being open and accountable.

Understand – we seek to truly understand others' needs before we act.

Collaborate to Innovate – we collaborate with colleagues, customers, and partners to develop innovative services.

Care – we come to work because we care about providing good quality, affordable homes, and services to those that need them. We believe we can make tomorrow better than today.

OUR STRATEGIC AIMS

We have three core strategic aims:

- To build more homes
- To make sure our residents are in good quality homes that are right for their needs
- To make sure we are providing the right service in the right way to each of our residents

And three supporting strategic aims:

- To increase our financial capacity - so we can do more of what's important to us
- To make sure our staff have the skills, the systems, and the organisation they need - so they can excel at what they do
- To make sure people know what we do and what's important to us - so we attract the best staff and partners

We will do all of this in line with our values so Raven is a great place to work, a great partner to work with, and a trusted landlord.





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