

Inspiring our communities to shine

**Corporate
Strategy
2021-2026**



Eastlight has a crucial role to play in bringing people together to invigorate their communities and release their potential. We believe everyone should have the opportunity to shine.

Eastlight Community Homes is at the start of its journey.

Formed in 2020, following a merger during the pandemic, our commitments to our residents and communities are more vital than ever.

Lives have changed. The needs of neighbourhoods and residents have changed.

We are a builder of homes, aiming to develop 3,800 more over the next five years. We will ensure all our properties

meet residents’ needs and are sustainable for future generations.

We have a unique approach to supporting communities to address the issues that matter most to them. We are in it for the long term.

We focus on what matters to our residents. Their voices are heard at every level of our organisation. Their insights and our data drive decision making.

We are unique, we are Eastlight.

Our ambition for our residents

Eastlight Community Homes is a vibrant resident-led housing association.

We are trailblazing and ambitious for our residents. They influence services and help improve the customer experience. Together we build better, stronger, sustainable communities.

We are passionate about communities having the power to drive change.

Our ground-breaking empowerment programme, called All In, and Community Academy enable local people to solve the big issues that matter to them.



Building more new homes to meet housing need in the East of England is important to us.

We embrace partnerships which benefit our communities and create solutions to shared strategic challenges.

Our strategic goals

Residents	Communities	Homes	Services	How we operate
<p>Residents set the direction of our organisation and hold us to account.</p> <p>They set and scrutinise customer standards and work alongside us to drive continuous improvement.</p>	<p>Communities are empowered to address the issues that matter most to them.</p> <p>As England’s largest community-led housing association, our trailblazing approach has community leadership, capability, and innovation at its heart.</p>	<p>We build and maintain quality homes that our residents value; increasing the range of truly affordable properties in the East of England.</p> <p>Improving our current homes is just as important as investing in new ones. We think differently to ensure they will meet the needs of future generations.</p>	<p>Simple to use, delivered efficiently, and valued by residents.</p> <p>We will provide more choice, both in the services we provide and how and when residents can access them.</p>	<p>The organisation is robust, runs efficiently and is prepared for the future through secure funding, infrastructure and people.</p>

How do we know if we are succeeding?

<ul style="list-style-type: none">• Net promoter score (NPS)• Customer Influence Committee engagement	<ul style="list-style-type: none">• NPS of community empowerment programme participants• Stakeholder perception survey	<ul style="list-style-type: none">• Number of affordable homes built• NPS of new residents• NPS of residents whose homes have received major repairs or improvements	<ul style="list-style-type: none">• Customer satisfaction• Cost per unit	<ul style="list-style-type: none">• Operating margin %• Staff engagement
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Our guiding lights

Our values	Value for money	Sound governance and compliance	Customers holding our Board to account	Defined plans with measurable outcomes

Our strategies for delivering our objectives are described under seven key themes.



Community empowerment

We are creating the UK's first community incubator. This will provide a space for local people in all their diversity to come together to develop innovative ideas that tackle the big social challenges that they have identified.

By providing learning and development to hundreds of people, we will inspire and support teams to create bold new solutions and make viable community ideas a reality.



People

We want Eastlight to be a place where people are supported to do their best for our residents. We aim to recruit and retain talented people who share our passion, and become part of an energised and effective organisation, which leads to proud, well-served neighbourhoods and thriving communities.



Equality, diversity and inclusion

Eastlight will become an inclusive and accessible employer; ensuring that all our people, regardless of background, identity and beliefs, have the opportunity to realise

their potential and contribute to how we serve our residents. Our homes will be accessible and adapted to meet people's needs. Eastlight is where difference is celebrated and valued.



Services

We will offer a great customer experience, providing our services in the ways that our residents want, from face to face through to a full on-line experience. For those who need more support, we will connect them to experts in their community. Our focus will be on making our services easier and quicker to use, based on how residents tell us they want to engage with Eastlight.



New homes

We will create mixed communities in great places which people are proud to live in. Building 3,800 new homes over our first five years for social rent, affordable rent and shared ownership, will help unlock potential in the East of England.

Our investment will recognise the world around us; how climate change, the need for open spaces, well-maintained homes, fire safety, wellbeing and post-pandemic recovery all shape how people want to live now and in future.



Asset management

Against a backdrop of increasingly challenging legislative targets, Eastlight is fleet of foot and able to respond positively. Our approach to managing our existing homes will be holistic and forward-thinking, maintaining homes where future generations will thrive.

We ensure robust compliance, think differently about sustainability and are committed to the merger pledge we made. We will do this by investing £130 million in our assets in advance of the Decent Homes Standard and using £3 million savings from rolling out our in-house repairs service, to further improve our existing homes.



Treasury

Eastlight is ambitious about growth and investing in new and existing homes. We will ensure we have enough funding capacity to support these plans. Balancing bank and capital market type debt better and extending the average term of the debt facility are key to our strategy. We will maintain sufficient operating working capital and improve asset cover efficiency.



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