

# Inspiring our communities to shine

**Eastlight**  
Community Homes



**Corporate  
Strategy  
2021-2026**

# Inspiring our communities to shine

Eastlight has a crucial role to play in bringing people together to recharge 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 customers and communities are more important than ever. Lives have changed. The needs of neighbourhoods and residents have changed. We are a builder of homes, providing 3,800 over the next five years and ensuring all our properties are fit for the

post-covid world and sustainable for future generations. We are committed to communities, with our unique empowerment programme a catalyst for resident-led change. We are in it for the long term. We are what matters to our customers. Their voice is 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. Their voice influences services and helps improve customers' experience. Together we build better, stronger, sustainable communities. We are passionate about communities having the power to drive change. Our ground-breaking empowerment programme 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

### Customers

Customers set the direction of our organisation and hold us to account. They set and scrutinise customer standards and work alongside us to drive continuous improvement.

### Communities

Communities are empowered to address the issues that matter most to them. As England's largest community-led housing association, our trailblazing approach has community leadership, capability, and innovation at its heart.

### Homes

We build and maintain quality homes that our customers value, increasing the range of truly affordable properties in the East of England. 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.

### Services

Simple to use, delivered efficiently, and valued by customers. We will provide more choice, in the services we provide and how and when customers can access them.

### How we operate

Our financial strength, funding arrangements, robust infrastructure, talented people and culture of inclusivity make us fit for the future. People who work at Eastlight put residents first and are doing the right thing to make a positive difference.

## How do we know if we are succeeding?

Customer satisfaction  
Customer Influence Committee feedback

Survey of programme participants  
Stakeholder perceptions audit

Number of affordable homes built  
Customer satisfaction

Customer satisfaction  
Cost per unit

Operating margin  
Staff engagement

## Our guiding lights

### Our values



### Value for Money



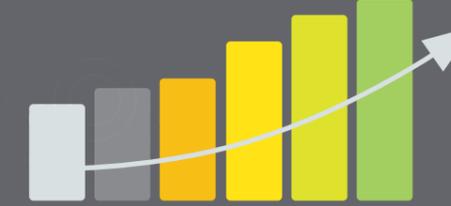
### Sound governance and compliance



### Our customers holding our Board and us to account



### Defined plans with measurable outcomes



## Our strategies



### Community Empowerment

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

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

Eastlight is a person-centred, forward-thinking organisation that cares deeply about our customers and our people. Our people create homes and communities where our customers love to live and Eastlight is a place where people love to work.

We aim to recruit and retain talented people who share our passion and create a vibrant, empowering, solution-focused culture which leads to proud, well-serviced 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 the business.

We will create a culture where there is a clear and common understanding, language and aspirations. Our homes will be accessible and adapted to meet people's needs.

Eastlight is where difference is celebrated and valued, where all nine protected characteristics under the Equality Act 2010 are equally important.



### Services

We will offer a great customer experience, including end-to-end digital services for those who choose them. For those who need more information, we will connect them to experts in their community. We will encourage customer-led, solution-focused action which tackles local challenges and inspires people and communities to shine.



### 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 Strategy

In a challenging environment, Eastlight is fleet of foot and able to respond positively. Our approach will be holistic and forward-thinking, creating places where future generations will thrive.

We ensure robust compliance, think differently about sustainability and commit to the merger pledge we made to customers – 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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