

Elim Corporate Plan

Meeting housing need and delivering
homes that change people's lives

2023 – 2028



Executive Summary

Elim is a small association with large ambitions and we hope these are captured in this 2023 – 2028 Corporate Plan. In the context of the economic uncertainty and social challenges of the current environment, this plan and our vision **to meet housing need and deliver homes that change people's lives** is more relevant than ever.

Over the next five years Elim will continue to evolve and grow. We will increase the number and quality of the homes and services we offer, and we will work with a diversity of customers, colleagues and other stakeholders to provide affordable homes that meet customers' needs. We always seek to add value in our local areas, and will continue to deliver homes and specialist services that may be overlooked, due to scale or complexity, by other housing providers. We can achieve this through values driven decision making, robust governance structures, and a consistent and positive solutions-based approach to partnership work.

People are at the heart of our business. We are committed to listening to our customers and ensuring that our services are shaped by the needs and requirements of Elim's current and prospective customers. Our focus on wellbeing and professional development will ensure that our colleagues are well supported and skilled to deliver the high quality services customers and stakeholders expect.

Property standards must be maintained and improved. We will ensure customers' home are safe, comfortable, and affordable to live in. This corporate plan prioritises building & tenant safety, decarbonisation and comfort. We will invest in our existing homes and ensure our new developments are always high quality and suitable for our client groups.

Performance will be measured, transparent and continuously improved. We will use our resources to ensure services are effective, efficient and value for money. We will positively meet all regulatory expectations and ensure that we are well placed to manage and respond to the risks facing the sector. We aim to be the best organisation we can possibly be for all of Elim's customers, and to be a model of a high performing smaller housing association.

Led by a commitment to Equality, Diversity and Inclusion, we will deliver this corporate plan with compassion and respect. We will not tolerate discrimination or action that undermines our EDI commitments and limits the opportunities available for our customer and colleagues.

This document sits above an annual plan, financial plan, strategies, policies and procedures.



Paul Smith, Group Chief Executive.



About Elim Housing

“Our vision is to meet housing need and deliver homes that change people’s lives”

2023 marks Elim’s 60th year as a housing association. In all that time we have probably never experienced as difficult an operating environment as now, for our customers, for our colleagues and for our organisation.

More than ever it is important that we find stability in holding on to our ethical vision and values. Elim largely exists to support those who are the most distant from the housing market, including people who have recently experienced homelessness, people from the Gypsy, Traveller and Roma communities, those trapped in hospitals due to the lack of appropriate housing and those in the wider population on low incomes seeking somewhere genuinely affordable to live.

Elim is classed as a smaller housing association by our trade body the National Housing Federation, however our ambitions are large.

We will continually improve the services we provide and the homes we own and manage. Building and buying new homes to expand our services, helping more people in need.

Our CARES values were developed in partnership with our customers, colleagues, Board and other stakeholders. They represent our commitment to behave, perform and achieve results which benefit everyone we are involved with.



How do we Expect Elim to Change Over the Next Five Years?

Elim cannot stand still. The world we operate in is changing and so are the expectations of our customers, colleagues and stakeholders. We embrace change and understand that it needs to be led and managed. In summary, here are some of the ways we expect to be different in 2028.

Increase In Size

We expect Elim to pass the 1,000 homes in management milestone during this period. We will do this because we want to help more people with housing, and in some cases, support needs. This will also mean that Elim will be subject to a higher level of regulation from the Regulator of Social Housing.

Diverse Workforce

Elim celebrates the diversity of its customer base, its workforce and its Board. We are working to ensure that we are open to as wide a range of people as possible and that our diversity matches that of our customers and that our services and processes reflect the differing needs of the people we serve.

Quality Local Services

Elim is seeking to rationalise the geography we work over, to ensure that our services are local everywhere and that where you live has no negative impact on the services you receive or the quality of your home. Our Housing Management Team will be more proactive and visible, maximising time spent out and about working with customers to improve our services and homes.

A National Provider

Elim is the largest national provider of Gypsy Roma & Traveller accommodation. We are also a significant provider of housing and support for people who have experienced homelessness and are providing specialist accommodation for people seeking to leave hospital. We will play our role in national networks to share and to learn from good practice and to advocate for our customer groups.

High Standard Homes

Elim is investing to improve the quality and safety of homes we own. We have a planned programme of improvement and maintenance, and we are building to a high standard. In some instances we will dispose of poor quality properties to support investment in the remaining homes.

Customer Engagement

Elim is a supporter of the NHF project Together With Tenants. We will do more to involve our tenants and other customers in guiding our services both at an organisational and a local level.

Reducing Our Carbon Footprint

Elim will seek funding to improve the energy efficiency of our homes and to reduce the carbon impact of the services we deliver. This will improve the affordability of our homes for our customers and reduce the cost of our services.

Specialist Services

Elim operates in the gaps left by the volume housing associations. More of the homes we build will provide for specialist needs identified by our stakeholders and commissioners. We will provide more accessible accommodation across our range of customer groups.

Digital Push

We will expand the channels available for customers to contact us and also improve our use of technology to improve efficiency and service delivery.



How do we Expect Elim to Stay the Same Over the Next Five Years?



While many things will change there will also be some constants which help to define who we are.

Values Driven

Elim is a charitable organisation committed to working within a set of ethical values (currently our CARES values). We will be guided by our values, and the needs of our customers, colleagues and stakeholders, as we evolve and grow.

Partnership Working

Elim believes we can achieve more working with others than working alone. We are keen to develop partnerships which help us to meet our objectives in supporting customers and expanding our services.

A Well Governed Board

Elim has a wide range of skills and experience on its Board and committees. We have adopted the latest NHF Code of Governance and we are seeking to bring customers more directly into our decision making structures.

Affordable And Supportive

We will ensure that our homes are affordable for the people living in them and will maintain a fund to help customers experiencing difficulties due to the cost of living.

We will help residents maximise their benefits and promote routes into education and work.

Solutions Focused

Elim is a flexible organisation working with commissioners and stakeholders to find solutions to housing challenges. We adapt our approaches to changing needs and have recently moved into providing specialist housing using a range of financial approaches to deliver projects.

A Unique Organisation

Elim prides itself in taking on projects that many others are not interested in due to their scale or their specialism. This is how we add value.

Financially Robust

Elim works within a set of financial golden rules, regulatory guidance and loan covenants. For us to continue to be successful we must manage our finances well and provide value for money for customers and commissioners.



How can you Help Elim Deliver it's Vision and Objectives?



Elim can only meet its objectives through collaboration and partnership. We are always keen to identify people and organisations which share our values to work with. Below are just a few ways in which you could help us with our vision.

Volunteer As a Board Or Committee Member

Elim is seeking people with diverse skills and backgrounds to guide us and hold us to account.

Work For Us

Elim's services are only as good as the people we employ to manage and deliver them. We regularly post information on opportunities on our website.

Commission Us

We provide a wide range of services for local authority and health partners, maybe Elim could provide some (or more) for you.

Partner With Us

Elim can work with larger associations on new developments taking responsibility for specialist provision as part of a larger development. You could bring us in to manage your supported housing services or other specialist activities.

Make Land Available For Us

You could be a church or a charity, you could be a landowner or a developer. Elim works with small landowners to meet local needs.

Donate

Donations of goods either to help us make our projects more homely or items directly for our customers are always welcomed (and not just at Christmas)

Get Involved

If you are a customer living in an Elim property, why not join our customer scrutiny group or our other opportunities for customer involvement.