



# Our Corporate Strategy

2024–2027



# Foreword

## from Hattie and Emma



*H Llewelyn-Davies.*

**Hattie Llewelyn-Davies**  
Chair of Board  
Eastlight Community Homes

### **Welcome to our Corporate Strategy 2024–27, our strategic vision for the next three years for our organisation.**

Eastlight Community Homes formed three years ago with a clear vision of being a vibrant, resident and community-led housing association for the East of England, which would create affordable homes and great neighbourhoods that people are proud to live in.

We set out to be trailblazing, and in many important ways, we have been just that:

- Our customers now sit on our Board and all our committees – in fact, 40% of our Non-Executive Directors are residents – and our Customer Influence Committee is made up entirely of Eastlight residents.
- Our Trainee Board Member posts and Resident Academy provide our customers with the opportunity to gain the knowledge and skills they need to be able to shape the work we do.
- All In, our innovative customer and community empowerment programme, has led to us creating a new Resident Design team, which is helping to shape the way our services are run.
- As promised, we've helped to address the housing shortage in our region by delivering more than 1,000 new homes. Thousands of people are now living in newly built, safe, and decent homes because of our investment.
- We've supported our customers through the cost-of-living crisis, having formed a dedicated Tenancy Support Fund; and we've dealt with intense pressures resulting from the global pandemic, ongoing global conflicts, and soaring inflation and utility costs.

Throughout all of this, our colleagues have lived our values every day, demonstrating inclusivity and accountability, as well as a genuine desire to deliver our purpose, which is to create affordable homes and great neighbourhoods that people are proud to live in.

And we remain well governed and financially strong, having retained a good credit rating and a G1/V1 rating from the Regulator of Social Housing.

Now we've reached a point where we need to take a step back, to listen to our customers, colleagues and community partners, and decide what we need to do during the coming three years to ensure we deliver the homes, neighbourhoods and services our residents want and need in future.

The introduction of the Social Housing (Regulation) Act and the Regulator of Social Housing's Consumer Standards mean that our vision of being truly resident-led is as important – if not more important – than ever.

This Corporate Strategy (2024–2027) will outline how Eastlight plans to move forward, further developing our services to meet the needs of our customers. We will be investing in the places where our customers live, building the data that will support our performance long-term, boosting our digital offer to those who want greater online access to our services, and ensuring we are on our way to reaching net zero carbon by 2050.

We now know what we are capable of as an organisation and we thank everybody who has helped us to reach this point.

The next three years are likely to be as challenging as the preceding three – but we know we have the focus we need to achieve our new corporate objectives and to be the trailblazing organisation those who live in our homes and communities want and need, both now and in future.



*EPalmer*

**Emma Palmer**  
Chief Executive Officer  
Eastlight Community Homes

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# Our purpose

Together with our communities, we create affordable homes and great neighbourhoods that people are proud to live in.



Eastlight's Debbie Mitchell working with a partner organisation on-site at our Mount Hill development in Halstead; new Eastlight homes; and resident Perry Collins.

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# Our values

Eastlight's people are responsible for delivering this Corporate Strategy (2024–27). They will do this by embedding the **seven principles** into every aspect of their work and by continuing to live our values:



## Ambitious

We set high standards and take on new opportunities with focus, determination and enthusiasm.



## Inclusive

We value and encourage different perspectives and honest, respectful interactions. A great team is a diverse team: one where people bring a range of perspectives and strengths that we recognise and use.



## Accountable

Residents have a genuine stake in Eastlight and we embrace their ideas to help us deliver excellent services. We are accountable for ourselves, our work (and that of our teams) and, most importantly, for the quality of service we provide to our customers.

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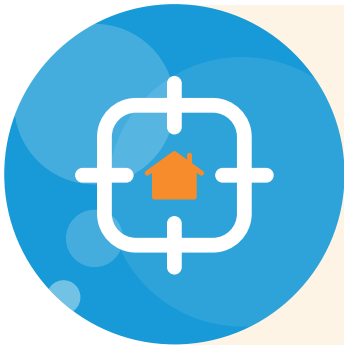
# Our principles

We have developed **seven key principles** that guide our work and investment decisions. These respond to what our customers have told us is important to them.



## **We are resident-led**

Our customers have input at all levels of our organisation. They are treated with fairness and respect, with us listening to what they have to say, acting on their feedback and transforming our services to meet their needs.



## **We focus on our core purpose**

We are a regulatory compliant organisation that ensures our residents live in high quality, safe, decent and well-maintained homes and neighbourhoods. We care about the health and wellbeing of our existing customers and we deliver new homes – for social rent, affordable rent and shared ownership – for our customers of the future.



## **We are place-based**

We are committed to taking a proactive place-based approach that extends beyond our customers' doorsteps, helping to create neighbourhoods and communities where people feel proud to live.



### **We are sustainable**

We care about our environment and we operate in an increasingly sustainable way. We take positive action to reduce the environmental impact of building, maintaining and living in our homes.



### **We develop partnerships to grow our business and deliver for customers**

We actively seek partnerships that present opportunities for managed growth. We understand we can achieve more and better outcomes for our customers by working with other organisations that share our strategic priorities.



### **We use data and technology to inform our decision making, our investments and to deliver better customer services**

Improving our insights will lead to us becoming a more efficient organisation that delivers better value for money. Our work around digital transformation will enable us to provide services that better suit our customers.



### **We are financially resilient**

Our dedication to being a financially strong organisation means our customers, team members and partners can be confident in our ongoing ability to meet our financial commitments and deliver our strategy.



**Front cover: Succeed at Eastlight trainees; Eastlight residents Abaida Baldwin and Joy Lee; new Eastlight homes; and members of our Homes Solutions Team.**

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