

# Corporate Plan 2026–29



“This Corporate Plan is especially meaningful to me, as it is the first I have led since taking up the role of Chief Executive. I have spent time listening to tenants, colleagues and partners, and learning what matters most to the communities we serve. This plan reflects that insight. It sets a clear direction for the years ahead, balancing our responsibility to deliver excellent services today with the need to build strength and resilience for the future. Above all, it keeps people at the heart of our decisions, because the quality of our homes, our services and our culture is what will define Ocean’s success. Ultimately, our progress is defined by the difference we make for our tenants and customers — everything we do is for them, now and for the years to come.”

*J Takhar*

Jitinder Takhar  
Chief Executive

## Mission

To provide quality homes and services placing tenants and customers at the heart of everything we do

## Values

Honest, enthusiastic, and always positive – Innovative, ambitious, and brave  
Passionate about customer service – Quality and value in all we do

## Strategic Objectives

## Deliver A Great Customer Experience

## Provide Quality Homes

## Be A Great Place To Work

## Create Strength For Future Challenges



**Action 1** By December 2027 review and replace current IT infrastructure with all parts (processes, data, applications, and technology) moving in harmony towards a common vision to achieve business goals, drive transformation, and improve efficiency.

**Action 1** Deliver the strategic asset management strategy to achieve EPC C by 2030 across all homes, and maintain progress on our NZC journey to 2050, whilst driving procurement efficiencies in energy efficiency, improvement and compliance programmes in collaboration with ASW.

**Action 1** Leaders lead by example, modelling trust, integrity, respect and inclusivity to both colleagues and tenants, promoting a culture where excellence in customer service is expected and achieved.

**Action 1** Intelligent review and investment in IT and technology to support better use of resources in more intense areas of service delivery.

## 2026-29 Corporate Goals

**Action 2** Implement a customer portal to enable digital access to services and support self-service by Dec 2027

**Action 2** Use technology to identify where our resources will have the greatest impact, ensuring they are used effectively and efficiently to improve the quality, safety and comfort of our homes.

**Action 2** Colleagues are supported by a programme of learning and development and a performance management framework that encourages them to succeed and be accountable.

**Action 2** Set and achieve VFM in procurement, management, interest savings, and income target areas.

**Action 3** Deliver the Customer Voice and Engagement Strategy, evidence how tenants have influenced decision making and rising levels of tenant satisfaction demonstrating trust and a high-quality customer experience.

**Action 3** Contribute to the supply of new homes in Cornwall by developing homes of all tenures, working in partnership and collaboration wherever possible.

**Action 3** Employees are rewarded appropriately to attract and retain the best talent in Cornwall.

**Action 3** Establish a culture of empowered financial accountability, risk management, controls awareness and data informed efficient decision making at all levels.