Futures
Housing Group

The six strategies

in our corporate plan

STRATEGIES

play a central part in steering us towards our vision and corporate objectives. They all include a range of supporting objectives, together with success factors that will show how well we are progressing.

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1 | OUR CUSTOMER EXPERIENCE STRATEGY

PURPOSE

This strategy seeks to ensure that we have a clear offer for our customers, delivering effortless services which meet their needs.

KEY OBJECTIVES

- Clearly define a customer offer that meets the needs of existing and future customers.
- Measure performance from a customer point-of-view.
- Have effective partnerships that help us to meet customers' needs.
- Ensure the voice of customers is heard throughout the organisation.
- Show customers that we listen and act on their feedback.
- Make our products and services more affordable for our customers.
- Develop new opportunities to support our customers around employability, training and homelessness.

KEY SUCCESS FACTORS

- Better customer engagement and perceptions of our services.
- Clearly defined customer journeys through the organisation, embedded within how we work, and reporting on what we do.
- An effective partnership working strategy in place.
- Our customer research and engagement programme addresses key customer priorities.
- Show that customer research and complaints have informed our learning and improvement.
- Better affordability for customers.
- Less failure demand and more right-first-time customer service.
- More customers sustaining their tenancies because of our engagement and support.
- A more efficient and effective lettings process that customers rate more highly.

2 | OUR HOMES STRATEGY

PURPOSE

This strategy will ensure that we keep our homes safe, meet all required standards and invest in our homes to meet the needs of current and future customers.

KEY OBJECTIVES

- Continued investment to make sure that we maintain our existing homes at Decent Homes plus standard.
- Piloting new technologies to help make our homes more affordable for customers.
- Look for ways to reduce our carbon footprint.
- Invest in the energy efficiency of homes to make them more comfortable and affordable for our customers.
- Explore and invest in improving the letting standard of our homes to make them more affordable for customers.
- Enhance the environment and appearance of external public areas and open space as much as possible.
- Support investment and spend within our local economies.
- Ensure that we comply with all legal and statutory requirements.
- Invest wisely in our existing homes.

KEY SUCCESS FACTORS

- All homes comply with all statutory and regulatory standards including Decent Homes plus.
- Clear proposals to improve the energy performance of properties when economically viable.
- Accurate and easily accessible data on all our homes.
- Information about all planned work and evidence of improved customer satisfaction is reliable and easy to access.
- Plans in place to invest in homes to make them ‘fit for the future’ and meet customer needs.
- Using local contractors to support social value and local investment.
- Lower running and environmental costs.

3 | OUR GROWTH STRATEGY

PURPOSE

This strategy is designed to identify and support opportunities to grow our area of operation and range of services. This will include both organic growth and step change.

KEY OBJECTIVES

- Maximise opportunities for organic growth, building on our existing services and capabilities in development and assistive technology.
- Identify, pursue and facilitate growth opportunities through partnerships.
- Continue to develop mixed tenure new homes with a focus on providing social and affordable homes, maximising our use of available grant subsidies.
- Be a strong voice for housing needs and services in the East Midlands.
- Increase the awareness and benefits of social and affordable housing.
- Optimise local authority relationships and opportunities.

KEY SUCCESS FACTORS

- Complete 300 homes a year as part of a 1,200 development programme across the East Midlands.
- Retain a diverse mixture of tenures, taking advantage of grant funding wherever possible.
- Review modern construction methods and use them where they have financial and customer benefits.
- Funding in place to build around 300 homes a year.
- Secure new development funding through new relationships.
- Focus on our key target local authority areas.
- Reduce management costs per home and help increase borrowing capacity by having a larger asset base.

4 | OUR DIGITAL STRATEGY

PURPOSE

This strategy seeks to enable our customers to choose to use digital services as their first choice for getting in touch and for service requests.

KEY OBJECTIVES

- Provide effortless customer experiences.
- Adopt digital-era technologies.
- Data-driven and evidence-based decision-making.
- Providing smart homes and supporting smart lifestyles.
- Make us more efficient.

SUCCESS FACTORS AND MEASURES

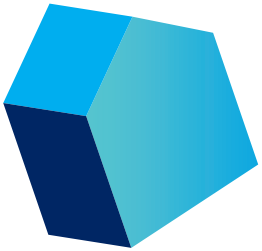
- More automated services in place.
- More customers choosing to use our digital services rather than other contact routes.
- Net promotor score showing customers prefer digital and automatic services.
- Fewer resources needed to deliver services or delivering more services with the same resources.
- Projects in place to test how technology can improve the lives of customers in their homes.

5 | OUR BUSINESS CHANGE STRATEGY

PURPOSE

This strategy aims to continue to develop our agile, adaptive culture that delivers effective, efficient and low-effort services making the very best use of our resources.

KEY OBJECTIVES



- Deliver our plans to transform the organisation and how we work.
- Create a trusting, empowered and agile culture.
- Prepare and equip our people and partners for the digital era.
- Create a vibrant and flexible working environment.
- Develop and recruit a fit-for-the-future workforce.
- Be even more inclusive and better reflect the diversity of the communities we work with.
- Ensure that we have an effective governance structure.

SUCCESS FACTORS AND MEASURES

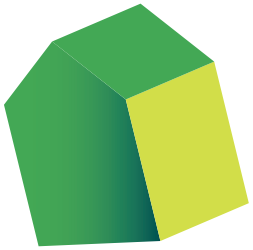
- Our organisational structure supports successful business change.
- A more effective organisation with reduced effort and waste as well as cost savings.
- Maintain our employee engagement score of 80%+.
- Successful implementation and retention of apprentices and new staff enrolled through our Repairs Academy.
- Improved efficiency and effectiveness delivered by our transformation programmes.
- Generating positive coverage and discussion in the press and social media.

6 | OUR VALUE FOR MONEY STRATEGY

PURPOSE

This strategy will ensure that we work in the most effective and efficient ways.

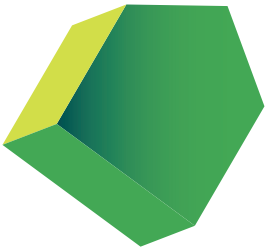
KEY OBJECTIVES



- Ensure that the strategies in the corporate plan include value for money targets.
- Embed value for money in our culture.
- Show our stakeholders that we deliver value for money.
- Comply with the Regulator of Social Housing value for money standard.

KEY SUCCESS FACTORS

- Value for money is integral to how we work with key success factors set out in all strategies and plans.
- We will review and include specific and detailed measures of success and targets as an integral part of annual budget setting and monitoring.
- Significant investment opportunities will have a supporting business plan with clear value for money metrics and measures of success.
- All new initiatives will be evaluated and value for money will inform decisions about whether to stop or continue them.
- All our key success factors will focus on efficiency, effectiveness and economy.
- We will monitor operational measures for continuous improvement as well as increased stability and consistency over time.
- We have a suite of measures to ensure financial success.



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