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## Our vision

In 2019, we set our vision to create great places to live - providing good quality, well maintained homes and an exceptional customer experience. While we've made good progress towards achieving these goals, we know we aren't there yet.

There's still work to be done and we're now working within a very different operating environment, one which presents real challenges for our tenants. We must ensure we can respond in a way that provides the best possible outcomes.

It's time to update our strategic plan to determine what our priorities should be going forward. Our new strategic plan will set out the areas of focus for the next five years, until 2029.



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# Creating GREAT places to live

## Ambition 1: Financially strong

We will create financial capacity by ensuring the organisation maximises opportunities (i.e. digital innovation) and adopts a measured risk approach. Our plan will embrace flexibility to ensure we can adapt and respond effectively to challenges and opportunities within our changing operating environment.



## Ambition 2: Focussing on what matters most to our tenants

We will manage and maintain our assets to achieve the best possible outcomes with the resources we have - remembering our primary responsibility is to our tenants and ensuring what we do is done well.

## Ambition 3: Be tenant-driven in all that we do

We will design and test with our tenants to ensure we meet our aim of delivering an exceptional experience with consistently high levels of satisfaction.

## Ambition 4: An excellent employer

We will ensure our employment offer is targeted to attract and retain colleagues who champion and drive a customer-centered, productive culture with equality of opportunity for all.

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## **Ambition 1: Financially strong**

- We set clear financial targets, appraisals and outcomes for all investment decisions and operate within agreed financial and risk parameters.
- We make better use of robust data and automated processes together with innovation to drive efficient and effective practice.
- Adopt a strategic approach to new development to ensure the right homes are built in the right places helping to create sustainable communities that enhance our existing offer and strengthen our economic viability for the future.
- Build strong working partnerships to maximise available resources and explore alternative funding models to deliver effectively for our tenants, including making better use of grants.

## **Ambition 2: Focussing on what matters most to our tenants**

- We will undertake a housing management modernisation programme while protecting and building on our USP - including small patches, personalised services and tenancy sustainment.
- Commitment to maintaining and improving existing homes through an effective and efficient repairs service and cyclical maintenance programme to ensure homes are safe and as comfortable and efficient as possible.
- Use smart technology to monitor the performance of homes and identify trends to prioritise improvements.
- Work to create employment opportunities via apprenticeships, employability advice and support as well as through procurement wherever possible.

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## **Ambition 3: Be tenant-driven in all that we do**

- Strengthen the tenant voice ensuring tenants are central to the design and delivery of our services and processes through effective and meaningful engagement.
- Use data to target interventions in areas of our business where satisfaction is low and embrace innovative solutions to service improvements.
- Embrace technology and our hub, home and roam working model to deliver our services efficiently and directly to our tenants within their communities.
- Continue to build relationships with partnering agencies to ensure we can adopt early intervention provide the right support and services to our tenants when it's needed most.

## **Ambition 4: An excellent employer**

- We will embed inspirational leadership, supported by mentoring and coaching to build a culture where staff feel confident, empowered and driven to embrace transformation.
- We will embrace a culture of collaboration, support and flexibility to ensure we always work together to provide the best outcomes for our tenants and colleagues.
- We will identify innovative ways to improve learning and development and successful succession planning.
- We will build on our unique employment offer and the social benefits of work to attract and retain high-performing colleagues.