



**The six strategies**  
in our corporate plan

# 6

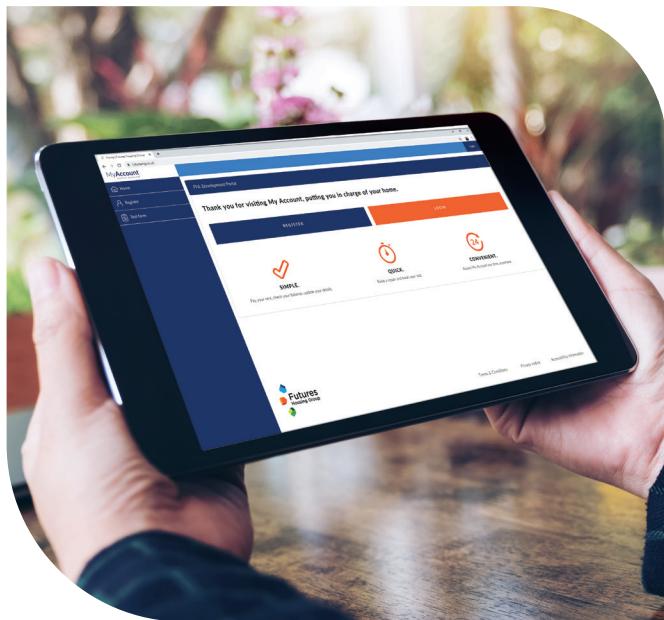
## STRATEGIES

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.

# CONTENT

1. Our customer experience strategy ---- 4
2. Our homes strategy ----- 6
3. Our growth strategy ----- 8
4. Our digital technology strategy ----- 10
5. Our business change strategy ----- 12
6. Our value for money strategy ----- 14

# 1 | OUR CUSTOMER EXPERIENCE STRATEGY



## PURPOSE

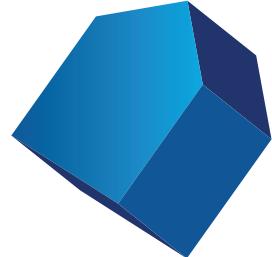
This strategy seeks to ensure that we have a clear offer for our customers, delivering effortless services which meet their needs.



## 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.
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# 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.



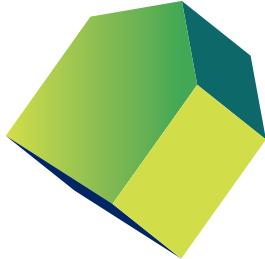
# 3 | OUR GROWTH STRATEGY



## 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.

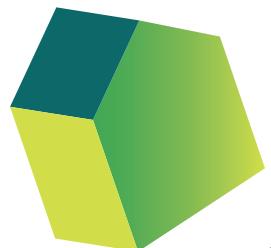
## KEY OBJECTIVES



- ◆ 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 promoter 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

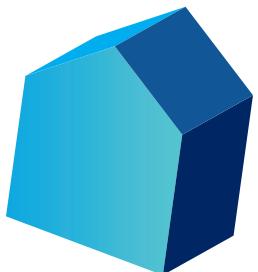
This strategy aims to continue to develop our agile, adaptive culture that delivers effective, efficient and low-effort services making the very best use of our resources.



## 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.
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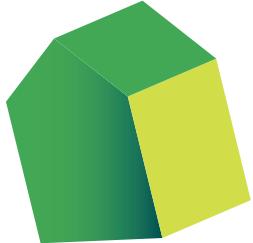
# 6 | OUR VALUE FOR MONEY STRATEGY



## PURPOSE

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

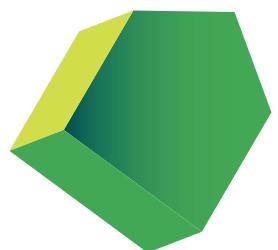
## KEY OBJECTIVES



- ◆ 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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