



# Corporate Plan

2020-23

# INTRODUCTION

As we forge ahead into the second decade of the twenty first century it is more important than ever that we are here to provide affordable homes for people in the East Midlands. Everyone should have a comfortable, affordable, warm home and employment and yet for many this is still an aspiration. Our aim is to provide as many affordable homes as possible, to invest in our existing homes and to support our customers and the communities they live in.

This is the starting point for our ambitious new corporate plan. It builds on the great work we've done since we launched our last plan in 2016 and pushes us to the next level with some new areas of focus. We are, and will remain, regionally and customer-focused and our research, monitoring and feedback tell us that we are doing well. We are also reaping the benefits of strong governance, having a great culture, investing in our own people and continually improving how we work. All of this is reflected in top ratings from our regulator, an improved credit rating and Gold Investors in People accreditation – and we want to be even better and stronger.

Doing everything we can to provide more homes and offer great services to our customers is what gets us out of bed in the morning. So it should be no surprise that we want to grow and improve even faster than before. This means continuing to work differently and smarter as well as developing our partnerships – both in and beyond the housing sector. We also want to do more to help people and communities with particular needs, including older people, those who are homeless and those who need help back into work.

Investing in our existing homes is also a priority. We will be doing more to make homes warmer, more energy efficient and more comfortable to live in for our customers.

It also means doing more for those on lower incomes, offering more self-service and faster responses through using digital technology, and supporting our customers through money and work-related challenges. And of course we must continue to prioritise the safety of our customers and their homes.

We are proud of how we have developed this plan - making sure we have given everyone a voice and listening to what is important to our staff, customers and all our stakeholders. The themes in this plan directly reflect what they told us was important to them. We believe that we are only part of the solution and we want to work even more effectively with our existing partners and to develop new relationships that can improve the lives of our customers.



**CUSTOMER-CENTRIC**



**GROWTH AND DEVELOPMENT**



**SUSTAINABILITY**



**CULTURE**

## WHO WE ARE

Futures Housing Group is an award-winning, growing, not-for-profit housing provider. We own and manage over 10,000 homes throughout the East Midlands.

We work hard to make the homes we provide affordable and comfortable places to live in. We have our own in-house repair and maintenance teams that work alongside our neighbourhood teams to take care of the homes as well as the wider community around them.

We co-own Access Training, a Midlands-based further education provider, which supports around 1,100 learners a year. We also own a commercial development company called Limehouse and we have built and acquired over 1,300 homes over the last four years. We provide a host of services to help our customers with their work and money problems. Alongside this, our Beep Assist team uses the latest technology to help people with a range of health-related problems to live independently.

## OUR AMBITION

Futures Housing Group was created in 2007 but our roots go back much further. We're proud of what we have achieved for the people and communities we support, and we have an appetite for so much more.

We want to be an even more significant social housebuilder in the East Midlands, focused on helping people to thrive and to live independently, knowing that they have a secure home that they can afford with a landlord who cares about them. This will mean continuing to develop new homes even faster to help meet demand.

We will be investing more in our existing homes too, making them more comfortable and affordable for our customers to live in.

We will explore new technologies, approaches and services to benefit our customers and make sure that we have the resources we need to achieve this. We want to support wider change and raise awareness and understanding of the need for affordable homes so we will work hard to build new relationships and be more influential with local and central government.

How we work is important too. We will continue to be efficient, focused on our customers and financially strong. We already have a skilled and engaged workforce joined together by a strong and caring culture. Alongside this, more work is underway to ensure that we are even more inclusive and that our people truly represent the diversity of the communities and cultures we work with.

We will build on all of this by continuing to invest in our people and the processes and technology they need to help them all play a part in achieving our vision. Measurement, automation and continuous improvement will be central to our work and culture.

We will continue to be well governed with effective risk management and grounded in customer insight.

While this corporate plan is clear about what we need to do and how we aim to do it, it is ultimately our passion for making a difference that inspires us and will take us forward successfully to 2023.

## OUR VISION

Futures Housing Group is an ambitious organisation, rooted in the communities we support across the East Midlands. We know many more people and families need the homes, services and help we provide. So we have a very clear and strong vision for our future and for our customers.

All our work will focus on delivering:



Great places



Great services

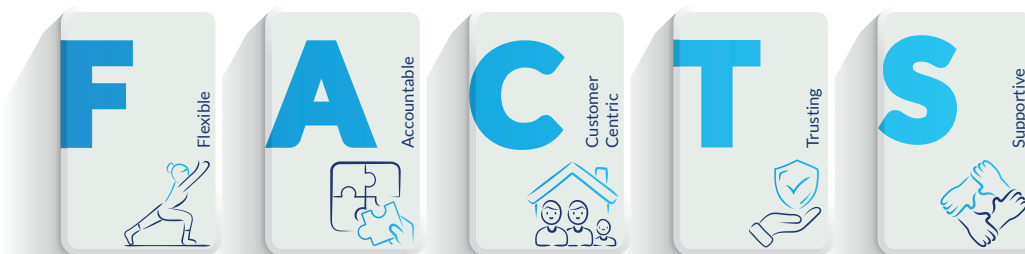


Great tomorrows



## OUR VALUES

Our FACTS values evolved from conversations with people from across Futures about what it's like to work here and the things that really matter to us all.



# ACHIEVING OUR VISION

Our four objectives are underpinned by six strategies. They focus on the following themes:

- ◆ Customer experience
- ◆ Growth
- ◆ Business change
- ◆ Homes
- ◆ Digital technology
- ◆ Value for money

Each strategy has a 'project team' assigned to it to put detailed plans in place and make sure that we are achieving what we set out to do. As well as monitoring our progress and making sure that we are using all our resources in the best way, the teams help us stay focused on our customers.

Alongside this our dedicated transformation team works across the organisation to help us innovate and work more effectively.

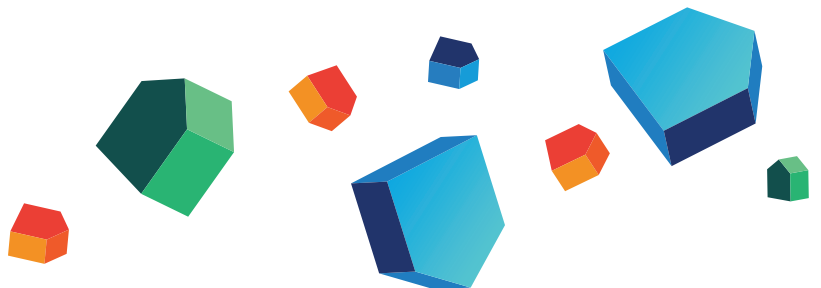
We are also planning to build new relationships with the many like-minded people and organisations that can help us achieve our vision.

## VALUE FOR MONEY

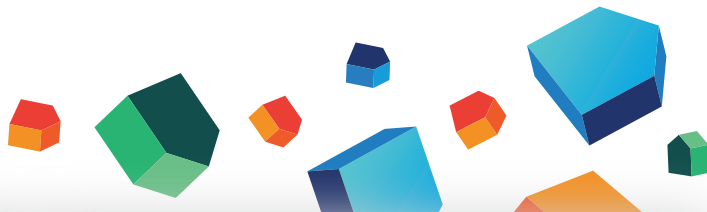
We will make every penny count in our determination to bring our vision to life.

Continuing to transform our business and to adopt more digital and agile ways of working will play a central part in achieving this.

We will monitor how efficient, effective and economical we are and openly report on what we achieve.



# OUR OBJECTIVES



## CUSTOMER-CENTRIC

Our starting point for everything is our customers and their needs. We will continue to involve and engage customers and keep abreast of how our communities and their needs change.



## GROWTH AND DEVELOPMENT

Standing still is not an option so we want to provide more homes and services for those who need them. Affordable homes will remain our key priority and we will invest more in our existing homes.



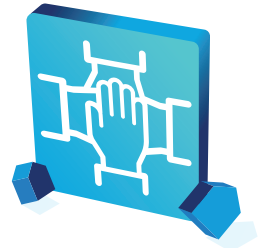
## SUSTAINABILITY

We will continue to respect the environment and find new and 'greener' ways of working. We also need to be a stable business with a strong future.



## CULTURE

Our people and how we do things are central to our success. We will continue to develop a culture that supports all of us to be the best we can be, to aim high and to achieve. Effective governance and risk management will remain an integral part of how we work.



# OUR OBJECTIVES

## CUSTOMER-CENTRIC

We will:

- ◆ Prioritise customer safety.
- ◆ Improve our services with technology and smart use of data.
- ◆ Involve and engage customers more.
- ◆ Improve customer satisfaction in clearly measurable ways.
- ◆ Make it effortless for customers to deal with us – such as through offering better digital systems.
- ◆ Support customers in a range of ways when they are struggling and to help them live independently.
- ◆ Listen to our customers and use customer insights to improve.



## GROWTH AND DEVELOPMENT

We will:

- ◆ Sustain and grow our regional development activity and services through effective partnerships.
- ◆ Aim to complete 300 homes a year as part of a 1,200 development programme across the East Midlands.
- ◆ Include homes for market rent and sale with a big emphasis on affordable homes such as social rent, affordable rent, shared ownership and rent-to-buy.
- ◆ Take on larger, mixed tenure development schemes through joint ventures and partnerships.
- ◆ Improve the efficiency, costs, and environmental performance of our homes, for example through new construction methods.





# OUR OBJECTIVES

## SUSTAINABILITY

We will:

- ◆ Do all we can to make our homes more affordable for our customers.
- ◆ Improve the energy performance of our customers' homes and our organisation as a whole.
- ◆ Improve our public areas.
- ◆ Support the local economy.



## CULTURE

We will:

- ◆ Continue to improve and transform how we work through digital technologies and continuous improvement.
- ◆ Be more effective and get things right first time thanks to great systems and good data.
- ◆ Help our teams to focus on looking after our customers by introducing more automated services and processes.
- ◆ Look after our people, develop talent and ensure that our teams feel truly involved in our work.



# Thank you!



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