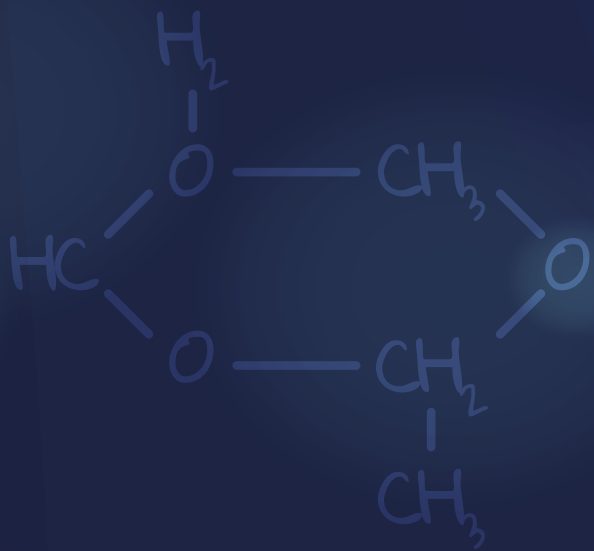


$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

$$(\pi k, 0); k \in \mathbb{Z}$$



$$\sin^2 x + \cos^2 x = 1$$

$$ax^2 + bx + c = 0$$

$$x = \sqrt{\frac{b^2}{a}} + c - \frac{b}{2a}$$

$$f(\omega) = \int_{-\infty}^{\infty} f(x) \cdot e^{-2\pi i x \omega} dx$$

CP₂₄₊

Our formula for
the future








Introduction

Futures Housing Group has been housing and supporting people and communities across the East Midlands for well over 15 years. Our roots go back even further. We're proud of the work we do but we're never content to rest on our laurels. Ambition is as deeply woven into Futures as our wish to help people.

To keep building on our foundations and ensuring we're striving to do more for our customers and our region, we need to be clear about where we're going. That's why we take stock every few years and set out our direction and aspirations in a corporate plan.

This is our latest plan which sets out our commitments for the next three years and more. It incorporates the views of our customers, our stakeholders and our many team members.

Our vision is 'Providing quality homes and services for better futures' and to achieve this our aims are set out under seven key areas of focus:

-  **Customer experience**
-  **Homes**
-  **Development**
-  **Business development & influence**
-  **People & culture**
-  **Digital, data & change**
-  **Sustainability.**

What we want to do under each of these themes is set out in the following pages. And as work gets underway, each topic will be supported by detailed strategies and plans which will also be shaped by the views of our customers, team members and partners.

We've taken stock of how the world is changing too. This has identified several areas where we know needs are changing or opportunities are growing. These 'areas of ambition' are still at an early stage but we're starting work to see if and how we can do more to address some of the new challenges facing our communities.

As ever, we don't work on our own. Our customers, our team members and the many organisations we work with all have their part to play. We hope this plan clearly spells out what we want to achieve and inspires others to help us on our journey.

If you want to find out more about our plans for the future of Futures then visit www.futureshg.co.uk/corporate_plan_2024_plus or email us at partnerships@futureshg.co.uk



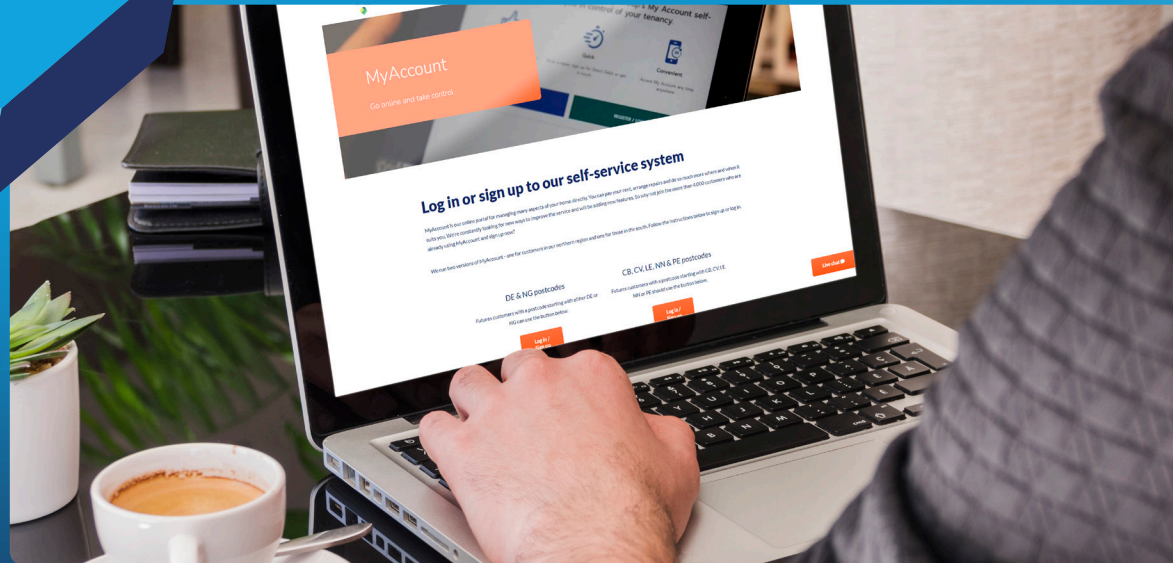
Our formula for
the future

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Our formula for
the future



Customer experience

Everything starts with our customers so we will have a customer offer which is transparent, inclusive, and delivered through effortless customer experiences.

This means



- Customer feedback and insights will play a key role in shaping our work.
- Customers will have choice in how and when they interact with us.
- Introducing a new customer and community engagement strategy.
- Reviewing and improving the customer journey for repairs, assets and the contact centre with input from customers.
- Further improving how we respond to customer complaints.
- Improving our housing and service offer for older people to better support those who are living longer.
- Investing in community projects and green spaces in partnership with customers and communities.
- Developing community hubs with partner organisations and local volunteers who we will support in their role.
- Making sure that our homes, including new builds, are ready for future customer needs by working with technology-enabled care providers.
- Working with partner organisations to deliver services in the wider community, such as tenancy and later living support and helping to prevent homelessness.
- Delivering great customer service.
- Measuring the social value and cost effectiveness of our community engagement and investment as well as our partnerships.
- Better understanding the diverse needs of our customers so that we can adapt our homes and services accordingly.

Key measures



To track our progress and ensure that we stay on track we will:

- Achieve upper quartile scores for the government's Tenancy Satisfaction Measures.
- Make sure that our services to help customers with tenancy sustainment, employment and financial problems deliver positive outcomes for the people they work with.
- Make it as easy as possible for all customers to get issues or queries resolved.
- Train all our team members to deliver a great customer experience.
- Fully comply with new Regulatory Consumer Standards.
- Manage customer tenancies to keep bad debt provision aligned with our business plan.



Our formula for
the future



Homes

Providing homes is our core purpose. So we will ensure that all our customers have a well maintained, safe and secure home and support strong communities.

This means



- Ensuring that all homes meet the Decent Homes Plus Standard (including expected changes).
- Continually improving services in response to customer feedback.
- Making customers' homes well insulated, warm and affordable to heat while reducing our carbon footprint.
- Investing in public spaces around our customers' homes.
- Meeting all legal and regulatory standards for health, safety and the environment.
- Managing our portfolio of homes to achieve best value for money.
- Surveying all our homes at least every five years and using technology, home visits and inspections to better understand their condition so that we can plan future investment more effectively.
- Having a valid energy performance certificate for every home by the end of financial year 2027-28 (updated at least every ten years).
- Tackling condensation, damp and mould in customers' homes through treatment, prevention and awareness-raising.
- Using technology to give us better oversight of repairs and planned work.
- Further growing and upskilling our in-house Repairs team with support where needed from local and specialist contractors.

Key measures



To track our progress and ensure that we stay on track we will:

- Ensure that every home fully complies with all statutory and regulatory standards (including the new Decent Homes Standard).
- Have a home survey for all our properties that is less than five years old by the end of 2028-29 (90% by the end of 2024-25).
- Refocus our use of external repairs contractors on more specialist services.
- Achieve upper quartile customer satisfaction with the safety and quality of our homes.
- Effectively monitor and report on how we respond to changing customer needs.
- Make well informed and transparent decisions about selling homes that no longer meet our criteria or customer needs or that deliver poor value for money.
- Ensure that none of our customers' homes have 'severe' or 'moderate' damp, mould or condensation by 2026-27.



Our formula for
the future



Development

The shortage of affordable, high quality homes is at the heart of the housing crisis. So we will increase supply by building and acquiring more new homes to meet our customers' needs.

This means



- Building as many homes as we can, especially in Amber Valley, Erewash and West Northants.
- Ensuring that our new homes are safe, high quality and affordable to heat.
- Continuing our strategic partnership with Homes England to deliver or exceed our target of delivering 400 new homes.
- Working with trusted development partners to deliver high quality new homes.
- Clearly understanding local customer needs and adapting our development programme accordingly.
- Having more control and flexibility around the size, layout and specification of new homes to better meet customer need.
- Focusing on new affordable homes backed up by other tenures including market sale and market rent, that meet a need and generate revenue to help fund our work.
- Improving how we work to reduce risk and give more assurance around the development programme.
- Investing in our Development team so that we have the capability and capacity to deliver.
- Seeking to improve and regenerate our existing neighbourhoods.

Key measures



To track our progress and ensure that we stay on track we will:

- Deliver quality new homes that meet energy performance certificate level B or higher.
- Achieve customer satisfaction with moving into a new home of more than 90%.
- Maintain our development appraisal parameters, rental yields and sales profits.



Our formula for
the future



Business development & influence

We want to do more for our customers and the region so we will look for opportunities to continue growing and developing. We will also influence those we work with across the region to benefit our customers and make a positive difference around housing.

This means



- Growing and developing Futures 'organically' through new customers or offering new services to existing customers.
- Exploring further growth opportunities through partnerships.
- Reviewing the distribution of our homes to help us become more efficient.
- Speaking up for our customers and their needs, promoting the value of social and affordable housing and securing positive media coverage.
- Working closely with the local authorities in Amber Valley, Erewash and West Northamptonshire around their housing strategies, new developments and housing management.
- Further enhancing our work and services through effective partnerships with local authorities and other organisations.
- Helping to secure more homes and improving services for our customers by working with the new devolved administrations in Derbyshire and Nottinghamshire.
- Supporting the new national requirements for professional housing qualifications with Access Training.
- Creating a social value plan for supply chain investment into our communities.
- Working with and influencing regional organisations such as the National Housing Federation, Chambers of Commerce and CBI.

Key measures



To track our progress and ensure that we stay on track we will:

- Aim to meet at least three times a year with key local authorities to help enhance partnership working.
- Measurably improve how key stakeholders view Futures over the lifetime of the corporate plan (with surveys where necessary).
- Have clear objectives for each growth or partnership opportunity that we track and report on.



Our formula for
the future



Digital, data & change

We will use the most effective and efficient processes and technology to deliver effortless customer experiences.

This means



- Getting the best out of our current technology and exploring how new technology and ways of working can add more value.
- Ensuring data is high quality, accurate, securely stored and used to inform our decision-making.
- Ensuring the organisation is secure and resilient.
- Robust change management, supported by evidence and with clear benefits.
- Continuously reviewing systems and processes to reduce customer effort, improve the experience of our employees and deliver cost effective services.
- Developing our customer relationship management system to give all colleagues a single view of our customers and increase first point of contact resolution.
- Continue to work towards a fully digital experience, giving customers the ability and choice to complete their everyday transactions online.
- Further improving our data handling and moving more of our systems into 'the cloud'.

Key measures



To track our progress and ensure that we stay on track we will:

- Have data to show that we resolve even more customer interactions at the first point of contact.
- Reduce administration time for colleagues.
- Increase the proportion of 'fully digital' customer interactions.
- Measure the value for money of all change activities, system and process reviews.



Our formula for the future



People & culture

We will have an agile, inclusive, and values-based culture that engages and empowers our people to better meet the needs of our customers and the organisation.

This means



- We will be an attractive and competitive employer with more flexible working opportunities for all team members.
- We will continue developing our culture with an emphasis on:
 - customers
 - collaboration
 - an engaged and empowered workforce
 - our FACTS values
 - equity diversity and inclusion
 - health, safety, wellbeing and sustainability.
- Safe, inclusive and inspiring workplaces that are well-used.
- We will balance the needs of the organisation and team members and have a fit for the future agile workforce.
- All team members will have learning and development opportunities that will include developing their leadership skills.
- Our workforce will be digitally skilled.
- All our employees will be customer-focused and:
 - embrace consumer regulation
 - understand customers
 - be clear about our responsibilities as a social housing provider
 - know how to deliver effortless customer experiences, and
 - help to tackle the stigma of social housing.

Key measures



To track our progress and ensure that we stay on track we will:

- Ensure that all our people complete all mandatory training.
- Enroll all our managers in the Leadership Academy and continue encouraging our people to take part.
- Achieve an employee net promoter score of at least +58.
- Retain our Investors in People Platinum status.
- Continue to work towards fairness and equity for all our workforce, to achieve an increase of at least 18% in our next EDI assessment.
- Aim for 3% of our workforce to be in apprentice, graduate or trainee positions.



Our formula for
the future



Sustainability

We care about the planet. So we will make our customers' homes more energy efficient and more comfortable to live in. We will also reduce our carbon footprint and do more for nature in the green spaces around our homes.

This means



- Engaging customers in our sustainability journey.
- Promoting and supporting low carbon travel.
- Seeking out grants to help accelerate our work around sustainability.
- Understanding how climate change could affect the properties we own (for example around overheating or flood risk).
- Working in ways that better support customers and the environment, including reducing energy consumption and waste.
- Supporting our suppliers to reduce their carbon footprint.
- Engaging with our customers and communities to improve the green spaces around our homes.
- Ensuring that homes provide affordable warmth for customers and meet EPC D by 2025 and EPC C by 2030 wherever possible.
- Exploring how new technologies and approaches can accelerate our sustainability work.
- Being open and transparent in our progress towards greater sustainability.

Key measures



To track our progress and ensure that we stay on track we will:

- Deliver Carbon Heroes training to 90% or more of our team members.
- Ensure that our investment in making homes more sustainable delivers long term benefits for customers and for Futures.
- Increase funding for energy improvements to customers' homes as much as possible through grants.
- Ensure our new homes are well insulated and have low-carbon heating systems installed wherever possible.
- Continue to adopt the national Sustainability Reporting Standard.



Our formula for the future



Our areas of ambition

Every housing association has some core things to do – centred around providing great and affordable homes and supporting customers. We also want to work better and smarter and to get better value for money.

Most of this corporate plan explains how we will continue to develop, improve and expand some of the work that we already do.

But in a changing world, just doing more of the same or doing it better isn't always enough. So we've thought long and hard about other things we could or should be doing to help improve the lives of people across our region.

We involved our customers, our staff and our stakeholders in research and in some blue sky thinking.

Out of this came some important areas where we want to do more. However, like most organisations, we have finite resources, especially in these financially challenging times.

So, as part of this corporate plan we are aiming to expand into some or all of the following areas. But before we can do that we need to more fully understand what that might look like. Work will start soon to better understand what our customers want, how we could make a difference and what sort of resources that might take. Once we have a clearer view we will then be able to build up more detailed plans for the projects we want to take forward.

Those areas, in order of priority are:

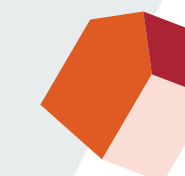
1. Doing more to meet the needs of our ageing customers and communities.



2. Moving faster towards a more digital organisation.



3. Doing more to improve and regenerate our estates and communities.



As we explore these issues we'll also seeking more views from our customers, team members and other stakeholders so watch out for opportunities to contribute. And as we progress our plans we'll be sharing more details of what to expect.

To find out more, drop us a line at partnerships@futureshg.co.uk

Thank you!