



Corporate Plan  
2023 - 2028





# Introduction

**We're delighted to share with you our new corporate plan for 2023 - 2028.**

Through consultation with our customers and colleagues, we've developed a new plan to help us deliver our vision of **'More Homes, Bright Futures'** over the next 5 years. Here, we set out what we'll achieve and our course of action, centred around building **trust, pride and impact**.

The plan reflects the growth in demand for our services and support. We're focusing on increasing investment in the quality, safety and energy efficiency of existing homes and neighbourhoods, as well as improving customer service to quickly achieve a step change through our people, processes and technology.

We want to raise the bar for the benefit of our customers. Through our plan we can grow our scale, influence and capacity to continue increasing the positive impact we bring to customers and communities, and provide a more seamless service.



A home is essential to every aspect of our lives. We need it for shelter, safety, warmth, sanctuary, a sense of belonging and community, and everyone has the right to a safe, secure and affordable place to call home.

**Together, we'll deliver on our ambitious plans to provide more homes and create brighter futures for our community in the south of England.**

**Mark Perry**  
Chief Executive



# Our plan

Our plan sets out our vision, ambitions, values and the approach we're taking. The world has changed dramatically over the last few years and we're evolving too so that we can continue to provide the best possible homes and services for customers.

We have 3 ambitions which will help us achieve our vision over the next 5 years. Our approach to how we'll achieve these ambitions is detailed in the next few pages.

It centres around building **trust** in our homes and services, customers having **pride** in their homes, and creating positive **impact**.



## Vision

More homes,  
bright futures



## Ambitions

Our customers are our strongest advocates

People are proud to live in our homes and communities

Grow and influence to positively impact more lives



## Values

Encourage challenge and change

Work as one team

Deliver a great customer experience

# Our 3 ambitions



## Ambition 1:

# Our customers are our strongest advocates

We want our customers to experience an effortless service from us, which means being easy to contact, listening and being attentive, doing what we say we'll do and communicating with customers at every stage.

To achieve this ambition, we'll:

- Have services that are easy to use, access and are available digitally
- Give customers a bigger voice, listen to and work in partnership with them to shape what we do
- Support and empower customers to stay in their homes



Trust



Ambition 2:

# People are proud to live in our homes and communities

There are many ways we can ensure that our customers are proud of their homes and communities. Everyone needs and deserves a home that's comfortable and in good working order. Our plan is to invest more than ever in our homes and estates to ensure they meet our quality standards, to improve energy efficiency and to build more new homes sustainably through modern methods of construction.

To achieve this ambition, we'll:

- Provide safe and well-maintained homes, with a focus on timescales for routine repairs better meeting customers' expectations
- Increasing numbers of sustainable homes
- Build strong partnerships and social impact, vital to help our communities thrive



Pride



## Ambition 3:

# Grow and influence to positively impact more lives

We're determined to increase the supply of new homes that people can afford. This means using our land and development expertise and strength of our partnerships to build the right type of homes in the right places. We'll use our influence, scale and track record to create places where people truly want to live.

To achieve this ambition, we'll:

- Increase the supply of homes that people can afford through our land-led development programme
- Determine what and where we build by customer need
- Aim to be a top 10 trusted and influential housing provider



Impact



# Our operating environment

**We operate in a dynamic environment with significant regulatory and societal change occurring. Our response to these challenges and situations forms a key aspect of our plans and ambitions as we move forward.**

Over the last few years, the world has changed dramatically, and here in the UK, the cost-of-living crisis and inflationary environment is impacting everyone and every organisation. We've seen a growth in demand for our services and support from customers, as well as the need for more affordable homes to meet the shortage.





## Cost of living crisis

We know that the cost-of-living crisis has affected everyone to some extent, and many people are still concerned. We're committed to making sure that any of our customers who need support know where to go for help, and we're well-equipped to support them in a range of ways, from money and benefits advice to help maintain their tenancies, wellbeing and mental health services, as well as referring services to aid with food and utility bills.

## Carbon zero emissions

Housing associations play an important role towards a zero-carbon future. We're committed to improving the energy efficiency of all our homes that don't currently achieve Energy Performance Certificate C by 2030.

We're investing £10m to improve the energy efficiency of 400 homes in Farnborough, that would normally be considered hard to address. This will be the first of a new wave of similar projects to improve homes over the next 7 years. To help boost this investment even further, we've been awarded funding of £4.6m from the Social Housing Decarbonisation Fund.

Our new homes are also utilising modern methods of construction, through our joint venture with BoKlok UK, the sustainable, quality low-cost home provider, jointly owned by Skanska and IKEA.

## Housing need

There continues to be a shortage of homes in the southeast. We'll work closely with our partners to make sure we deliver the right type of homes in the right places and suit a wide range of needs and circumstances.

## Building Safety Act

Following the recommendations of the Hackitt Report, we are continuing to implement changes in line with the government's Building Safety Act. This will improve building and fire safety, so that people will be safer in their homes.

## Social Housing Regulation Act

In recent years we've seen some of the most significant events in social housing, such as the Grenfell fire tragedy. This has prompted important conversations around how social housing is regulated and how to better involve tenants in key decisions.

Consequently, the government has published the Social Housing Regulation Act with the aim of not only improving the safety and quality of social housing, but also the treatment of tenants by their landlords.

We're committed to supporting this Act and making sure we provide a seamless service to our customers.

By delivering on our commitments in this plan, we can ensure our customers build trust in us, help to create a sense of pride in our homes and communities, and positively impact more people through our growing influence in our industry.

Stay in touch

