

Orbit Corporate Strategy 2020-2025

Leading in building
Thriving Communities

ORBIT

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building
communities

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Leading in building Thriving Communities

Our vision is simple - we lead in building thriving communities. We believe everyone is entitled to a good quality home that they can afford in a place that they are proud to live.

Orbit was established in 1967 by two people on a park bench, contemplating how to tackle homelessness. Five decades on, we are one of the largest builders of affordable homes, placing customers and communities at the heart of what we do.

Building on over 50 years of experience, we are proud that we have grown to become a housing association with over 45,000 homes. We provide services to more than 100,000 customers, and we are committed to making a major contribution to tackling the UK housing crisis by increasing the number of affordable homes in the country.

Our Corporate Strategy 2020-2025 sets out what we want to achieve to realise our vision over the next five years. Combining a focused commercial outlook with a clear social purpose means that we can re-invest the profit that we make to deliver our vision.

We plan to increase our investment in the communities where we work, the homes that we build and manage, the services we offer and the careers of our people. All of this will be delivered in full acknowledgement of the global environmental crisis and ensuring that Orbit reduces its impact across homes, services and offices.

We will capitalise on the strong platform we have established, embracing new technologies, skills and partnerships as they become available to us. We will continue to focus on safety and quality standards, ensuring we adapt to the latest legislation, whilst increasing our engagement with customers to ensure Orbit adds real value by enriching lives in the local communities where we work.



Mark Hoyland
Orbit CEO



This strategy will:

- Deliver our best customer experience
- Provide significant further investment into our homes and communities
- Maintain our position as a leading UK developer of affordable homes
- Respond to the needs of a diverse and changing population
- Attract, retain and develop the very best people
- Reduce our impact on the environment





Our Vision and Values

Our Vision

“We lead in building thriving communities”

Over 100,000 people live in Orbit homes and our aim is to ensure the homes we provide and the places we create are good quality, affordable and safe. We play an active part in the neighbourhoods where we work, supporting local economies and social activity within communities.

Our Strategy

Our strategy is designed to reinforce our position as a sector leading organisation. It builds on the successful platform we have established, investing in a better customer experience, more affordable homes, greater value for money and maintains our position as a leading employer. All of this will be delivered with risk, compliance and the environment being integral to everything we do.

Our Values

We deliver this through a values-led, performance driven culture.

Orbit’s values are **driven, innovative, responsible, invest and achieving together.**

Our values shape how we do things. Our people demonstrate these every day when working with customers, colleagues and partners. It is Orbit’s values-based culture that makes us different and will drive long term sustainability.



Delivering excellent customer service

We aim to provide quality homes in thriving communities where people are proud to live. This strategy sets out our plans to enhance our customers' experience at every point of contact. We will continue to work closely with customers to shape our services in local neighbourhoods.

We will achieve our vision by:

- Putting customers first by engaging with them regularly, ensuring greater involvement in key decisions and service development
- Delivering excellent services that make us easy to contact, whilst transforming our digital offer to provide greater customer choice
- Responding to a changing society by ensuring that we can support communities, families and individuals with their long-term housing needs
- Improving affordability and reducing our carbon footprint by reshaping our stock portfolio to optimise operations

Our customer service targets:

- Achieve UK Customer Satisfaction Index Service Mark
- Invest a further £25m in communities to deliver social value







Quality, affordable homes

Maintaining and increasing the supply of affordable homes is core to our purpose. We are committed to embracing modern methods of construction to drive productivity and reduce our impact on the environment. We will increase our land-led development pipeline to further our placemaking ambition, whilst continuing to invest in our existing homes to ensure they meet the Orbit standard.

We will achieve our vision by:

- Creating and building diverse, multi-tenure developments in line with Orbit's design standards, by pursuing land-led development opportunities
- Ensuring our homes are good quality, affordable and safe by investing in our existing portfolio, whilst improving energy performance and the green environment
- Embracing new technology to improve our existing homes and using modern methods of construction to build new homes

Our housing targets:

- Delivery of 6,500 new homes
- Invest £0.4bn into improving our existing homes and estates



Profit for a purpose

By focussing on value for money and managing our business efficiently, we can reinvest our profits to build more affordable homes and improve our services and communities. Increasing our partnership and joint venture activity will enhance this growth, whilst we are well placed to benefit from efficiencies and savings from investment in our IT infrastructure.

We will achieve our vision by:

- Investing more in homes, services and communities through increasing our operating margin and driving greater value
- Increasing our impact on communities through exploring growth opportunities in partnership and joint ventures, mergers or acquisitions
- Improving service quality and value through capitalising on investment into our IT infrastructure

Our profitability targets:

- Improve on sector Value for Money metrics
- Achieve efficiency gains through full implementation of Microsoft Dynamics







A great place to work

Building on our success as a Sunday Times Top 100 Best Company to work for, we will continue to make sure Orbit is a great place to work, through embedding our values led, performance driven culture. We have created an environment to succeed, and we will continue to invest in our people, increasing their skills, capabilities and opportunities.

We will achieve our vision by:

- Providing a leading employment experience where our people have the tools and skills needed to excel in their roles
- Establishing a tailored and inclusive employment offer for a multigenerational workforce
- Delivering upon our social and environmental responsibilities through our Better Days and Orbit Earth programmes

Our workplace targets:

- Achieve upper quartile performance in employee engagement
- Enhanced employment experience through agile working model





A responsible business

All our activity is underpinned by our rigorous approach to governance, risk and compliance. We are proud of the high standards we have reached in the management of risk alongside compliance with regulatory quality standards and we will continue to maintain a strong health and safety culture. In addition, we will make a positive impact on the environment and are committed to carbon reduction and improving energy efficiency. We will protect and enhance the environment through using materials and products from sustainable sources and by creating greener places to live and work.

We will achieve our vision by:

- Striving for 100% compliance against all regulatory and statutory requirements
- Demonstrating a safety-first culture, maintaining high standards of health and safety
- Driving forward the low carbon agenda with offices, fleet, supply chain and housing stock

Our governance targets:

- Maintain our G1 rating with the Regulator of Social Housing
- Maintain our ROSPA and PAS7 health and safety accreditation
- Reduce our environmental impact



Strategy Framework - at a glance

Customer Experience	Quality, affordable homes	Profit for a purpose	Great place to work
<ul style="list-style-type: none"> • Informed and engaged residents • Easy to contact across all channels • Responding to a changing society • Affordability through reshaping our stock portfolio 	<ul style="list-style-type: none"> • 6,500 new homes • Land led development • Investment in our homes and estates • Embracing modern methods of construction techniques 	<ul style="list-style-type: none"> • Invest more in homes, services and communities • Financial resilience • Profitable, sustainable growth • Capitalise on investment in IT infrastructure 	<ul style="list-style-type: none"> • Leading employment experience • Personal Growth, development and well being • Inclusive and multigenerational employer • Social and environmental responsibility

RISK, COMPLIANCE & ENVIRONMENT

<p>Quality & Safety</p> <ul style="list-style-type: none"> • High standards 	<p>Risk</p> <ul style="list-style-type: none"> • Robust governance framework 	<p>Environmental</p> <ul style="list-style-type: none"> • Carbon reduction
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