



Our 2030 Strategy

Driving Excellence in Customer Experience



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Contents

Summary	4
Introduction	6
Our customers at the heart of everything we do	8
Our Customer Commitments	11
External challenges helping to shape our priorities	12
Our 2030 Strategy overview	14
Our 2030 Strategy	15
How we plan to do this	18
What this Strategy will deliver	30

Navigation controls

- Go to contents
- Page navigation

Summary

Welcome to our 2030 strategy, which sets out what we will achieve in the next six years and how we will make it happen.

We are at a pivotal point in our history. We have much to be proud of. We have highly engaged and hardworking colleagues, a culture based on a strong social purpose, and we have delivered well against the Orbit 2025 Strategy, retaining Orbit’s robust financial position, the delivery of high-quality new homes, and making good progress on our journey to improve our customer services. We are recognised as one of the sector’s leaders in sustainability, our external profile is growing, and we have a good reputation in all areas of governance, compliance, and safety, retaining our G1/V2 grading from the Regulator of Social Housing in our recent In-Depth Assessment.

However, whilst we have made significant improvements to our homes and services, we are not satisfied with our Tenant Satisfaction Measures (TSMs) scores or our Housing Ombudsman determinations, and know there is much more to be done.

For our customers, their home is the most important consideration, and it is our responsibility to provide this security for them. We want to improve the quality of our existing homes, and significantly improve our services for customers, creating a seamless, omnichannel experience that makes it easy for customers to contact us in a way that suits them. Our people and culture, technology, data, systems, and processes will be key to achieving this, as will our relationships and influence with suppliers, partners, and government.

At the same time, we need to make sure that we continue to build new homes to improve our portfolio and help ease the UK’s housing crisis, and with the increasing aging population, we need to explore ways to build and maintain homes that meet the needs of our customers throughout their lives.

We have a lot to do.

However, the external environment in which we are now operating has changed. Costs are significantly increasing and financial capacity is being squeezed. To deliver what we need to do to improve our services and continue to offer support for customers, invest in the quality of our homes, regenerate our communities and continue to build new homes, we must be innovative so we can create a more sustainable and resilient model for the future.

This means we need to consider new ways of doing things; new ways of delivering our homes and services; new ways to fund our operations to complement our existing funding routes; and new ways of optimising our geography and efficiency so we can help more customers.

This is exciting, and presents a major opportunity to sharpen our operational focus and renew our strategic approach.



Phil Andrew
Group Chief Executive



David Weaver
Group Board Chair and
Chair of Treasury Board



“ We want to look at how we can do everything through the lens of our customers ”

Phil Andrew, Chief Executive




Introduction: Who we are and What we stand for

About Orbit

Orbit was established in 1967 by two people on a park bench contemplating how to tackle homelessness. The passion they felt about the inequality in the access, scale and quality of available housing was channelled into positive action, and Orbit was created.

Socially driven and commercially minded, our purpose today is every bit as important as it was when Orbit was founded.

We now manage around 47,000 affordable homes in the Midlands, East and South East, and build around 1,000 new affordable homes every year. Our aim is to ensure the homes we provide and the places we create are good quality, affordable and safe, and we reinvest our surplus to improve the quality of our homes, services and our communities, and provide more much needed affordable housing.



47,000
homes



100,000
customers



Our purpose

We believe everyone is entitled to a good quality home that they can afford, in a place that they are proud to live.

For us, this means providing good quality, affordable and safe homes and creating inclusive and sustainable neighbourhoods that prioritise the wellbeing and aspirations of residents. It also means helping our customers to sustain their tenancies and providing them with access to services and support to help them improve their opportunities and navigate the challenges that may throw them off course.

Our Vision

Socially driven and commercially minded, we strive to provide amongst the best customer experience of any housing association in the country by building and maintaining safe, quality homes that our customers love, both sustainably and at scale, supported by excellent customer service. All delivered by happy colleagues who jump out of bed each day to make a social difference.

Our Values and Commitments

Our customers are at the heart of everything we do and we believe that delivering an excellent experience is key to achieving to our vision. That's why we've defined our **Customer Commitments**, which reflect what our customers value most from our services.

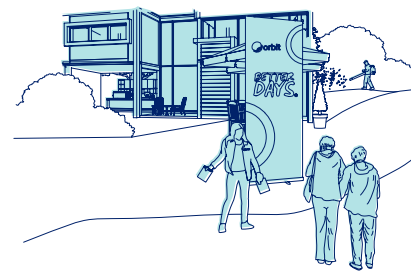
Our Customer Commitments inform our **Values**. Developed by colleagues for colleagues, our values shape who we are, what makes us different, and reflect our inclusive culture.

We demonstrate these Values through our **Colleague Commitments**, the behaviours that shape what we say and do. These set the minimum expectations for all of us and are intended to encourage everyone to aim for positive actions, whatever their role.

Together, these form our **Employer Promise**, which showcases our pride in being a great place to work, where colleagues are empowered to make a real difference. At Orbit, we're more than just a business - we're a community of people who care.

Our Values

We respect and value customers



We grow and achieve together



We support and care about each other



Our customers at the heart of everything we do

It's for them that we build and maintain our homes and communities, provide services to help them manage their tenancies, and access to support to help them improve their opportunities and navigate the challenges that may throw them off course.

We support a broad and diverse range of customers, from those seeking their first home and families, to retirees and those looking for enhanced supported living. Whilst no two customers are the same, the one thing that ties them all together is their desire for a warm, safe and affordable place to call home.

- Around a quarter of our customers are over 65 years old
- 40% of our customers have a disability or long-standing illness
- 40% of customers are single

The home is what our customers value above all else, and the role we play in our customers' lives is primarily based around this.



As a housing association, we see first-hand the impact of cost-of-living pressures on our customers, and their acute need for support.

- **61% of Orbit households are in relative poverty¹ compared to the UK average of 17% of all individuals**
- **5,500 of our households cannot meet their current outgoings**
- **A third of our customers are skipping meals to reduce costs**
- **72% of customers turned the heating off completely during the winter months²**
- **Twice as many Orbit households (29%) use prepayment meters compared to the UK average (14%) and of these, 32% of customers said that they had been unable to afford to top up their meters at least once over the last 12 months**

These pressures are materially impacting customers' ability to pay household bills, but they are also having a significant effect on mental and physical health, and we have seen a sharp increase in referrals to our Better Days programme as people need additional support with mental health issues, finances, food, clothing, and fuel costs.



We have seen a **21%** uplift in demand for money and welfare related services since April 2023



We aim to support our customers to maintain their tenancies and fulfil their potential by helping to remove barriers that might be created by unemployment, debt, poor mental health, or other social and economic issues.

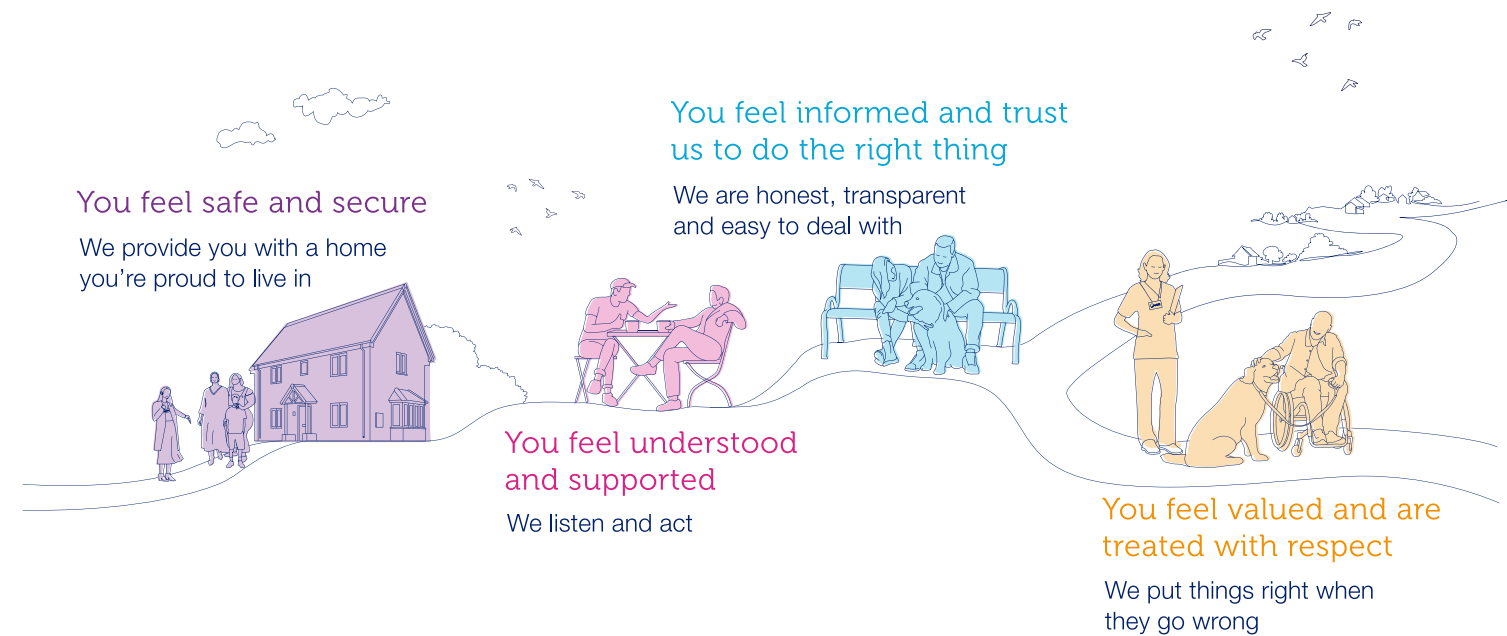
Delivered through our Better Days programme, our customer support interventions include universal services, which are available to every customer and designed to support financial inclusion, mental wellbeing, employment and skills, and digital support.

¹ In line with Office National Statistics' definitions ² Orbit's Cost-of-living Research: 2023

Our Customer Commitments

Our Customer Commitments outline what customers value from us and what we must deliver in return. Developed with customers, they shape our service expectations for customers, colleagues, and supply partners, and by embedding this in all we say and do, they enable us to develop a more customer-centric culture and deliver what our customers value most from us.

Our future improvements will be heavily influenced by this, helping to shape all future service design, quality frameworks, policies, and performance measures.



External challenges helping to shape our priorities

With the Covid-19 pandemic, war in Ukraine, supply chain fragility and cost-of-living crisis, we are living in an uncertain age.

Whilst we would love this to be an anomaly, the reality is that uncertainty is the new norm, and our Strategy will need to flex and pivot as situations and circumstances change. With this in mind, here are some of the key external factors that helped shape our thinking.

Increasing need for affordable homes

With increasing fuel poverty, rising and unaffordable rents, and record numbers of people in temporary accommodation, demand for affordable, energy efficient homes has never been greater, and the need for support services is likely to grow.

Ageing population increasing the need for age-appropriate homes

The UK's population is ageing faster, with those aged 75 and over expected to double to nearly 10 million by 2039, creating increased demand for age-appropriate homes and services.

Housing crisis remains unresolved

The absence of a long-term plan to resolve the housing crisis will continue to put pressure on both building new homes and improving existing stock.

Ageing stock

A significant percentage of the UK's housing stock is ageing and requires major investment to make it fit for modern living standards and to support a changing society.

Funding presents a barrier to decarbonising the UKs homes

Government funding remains insufficient for the task in hand, yet a lack of delivery will have significant long-term energy affordability issues for customers.

Vulnerability

We need to place greater emphasis on adapting and developing services which take account of additional needs.

Emerging technology driving change

New technologies will create new skills and jobs, and change the way services are delivered to our customers.

Digital inequality

As low-cost access is delivered, the digital divide will narrow - but without parallel investment in skills and incentivisation for continued digital transition, key segments of society will continue to fail to benefit.

Skills shortages

These are particularly acute in the building sector and there is a lack of investment in the new roles needed to support sustainability and decarbonisation.

Professionalisation

Landlords in England will have two years to ensure that senior employees are qualified or working towards a required qualification under the government's proposed new Competence and Conduct Standard, which will require additional investment and become 'law' in the lifetime of this strategy.

Increased regulation

Scrutiny of registered providers is at its most intensive. Operations need to adapt to improve quality, safety, transparency, and good customer outcomes. How we use our data to inform our decisions about the homes our customers live in, the transparency of our operations, and our customer culture will be central to the new regulatory operating context.

Uncertainty ahead

Expected regulation from Ofgem (for customers whose gas and electricity are supplied by us via Heat Networks), the new Future Homes Standard (which will set the standard for the homes we build), and the revised Decent Homes Standard (which sets the standard for the homes we manage) have all yet to be published, creating uncertainty around future expectations.

Engagement and consultation

Engagement and consultation with our customers and colleagues has also helped inform our direction.



What our customers told us

- We do a lot of great things, but don't promote them enough
- Our customers told us that they aren't clear on what Orbit is responsible for versus the local authority or other agencies
- We need to improve our communications around appointment and repairs
- When we ask sub-contractors to provide a service they often do not deliver as expected
- Repairs timeframes can be too long
- There is a lack of face-to-face interaction
- Call waiting times are too long and the call back system doesn't always work



What our colleagues told us

- We need to improve our systems so customers find us easier to deal with
- Our repairs service is frustrating, and communication around appointments needs to be better
- Customers are struggling to afford the furnishings to make their house a home
- Colleagues would like opportunities to increase our Tenancy Support and Better Days programmes
- We need to simplify and improve our systems and processes to enable our work
- Increasing our presence locally would improve customer satisfaction
- It's important that we continue to build new properties to help more people have access to an affordable home

Our 2030 Strategy overview



Our 2030 Strategy

Our ambition is to provide amongst the best customer experience of any housing association in the country, whilst reshaping our approach to create a more sustainable and resilient model for the future. Doing so will allow us to materially increase the positive impact we make now and in the future.

The 2030 Strategy will see us:



Maintaining homes that our customers love

Investing in the safety, quality, and energy efficiency of our homes, creating properties our customers love and are proud to live in.

- Investing in and improving the quality of our existing homes and Independent Living schemes
- Working with our partners to deliver an efficient 'right first-time' repairs service and satisfied customers
- Improving the energy efficiency of our homes, supporting energy affordability and progress to net zero carbon
- Maintaining our neighbourhoods and communal spaces so they are safe places for people to enjoy



Delivering new and regenerated homes to improve our portfolio and assist in tackling the housing crisis

Creating new, high quality, affordable housing and regenerating our existing homes, so more people have a great place to call home.

- Building and regenerating around 5,700 new homes sustainably by 2030
- Creating attractive multi-tenure developments that our customers love
- Improving the energy efficiency of our new homes, supporting energy affordability and progress to net zero carbon
- Pursuing land-led development opportunities to deliver our high quality, sector leading homes and specification
- Regenerating our homes and Independent Living schemes to create long-term, sustainable communities



Delivering exceptional customer service

Delivering excellent services to support our customers and ensure a laser-sharp focus on our customers' priorities, and which take account of additional needs.

- Creating a seamless, omnichannel customer service experience, making it easy for customers to contact us in a way that suits them
- Collaborating with customers to shape our services and policies
- Adapting our services to understand and respond to differing needs
- Continuing to provide a range of services to help customers maximise their potential and maintain their tenancy
- Supporting customers to remain independent in their homes
- Championing and working in partnership with our customers to ensure their voices are heard



Attracting, retaining, and developing engaged colleagues who share our purpose

Investing in our people and culture, ensuring we have the right skills, tools, and commitment to deliver our purpose.

- Increasing investment in training and development programmes, raising individual capability and providing career opportunities
- Ensuring our resources and capabilities drive performance and deliver on our ambitious goals
- Creating a high performance, customer-centric culture which puts the customer at the heart of our decision making



Making a positive difference to our customers and society

Maximising the social value we deliver by optimising efficiencies and value for money, so we can do more for our customers and society and deliver more new affordable homes.

- Demonstrating value for money and driving efficiencies in our operations, systems, and processes
- Making the best resource and person-centred decisions possible.
- Influencing policymakers and stakeholders
- Increasing our localised services and impact



Creating a sustainable and resilient model for the future

Creating a more impactful and sustainable organisation for the future by:

- Optimising our geographical footprint and service delivery.
- Building on our strong relationship with government and Homes England to support future plans for affordable homes.
- Utilising traditional and innovative ways to raise finance to further the delivery of affordable new homes.
- Proactively identifying growth opportunities and partnerships to materially increase the positive impact we make and the number of people we directly support.
- Continuing our 2030 and 2050 decarbonisation plan and supporting customers in the transition to net zero



We will focus delivery in two phases, with a stage gate in 2026 to check progress.

Stage one will focus on:

- Improving our existing operations
- Delivering efficiencies
- Planning and doing the groundwork to support our future direction

Stage two will focus on creating a more sustainable and resilient model for the future, enabling us to materially increase the positive impact we make.

- Optimising our geography and creating an efficient structure, so we can help more customers
- Building on our strong relationship with government and Homes England to support future plans for new and regenerated affordable homes
- Utilising traditional and innovative ways to raise finance to further the delivery of affordable new homes.
- Continuing our 2030 and 2050 decarbonisation plan and supporting customers in the transition to net zero
- Proactively identifying growth opportunities and partnerships to materially increase the positive impact we make

What success looks like

A successful outcome will be that we have:

- Addressed failure demand and significantly improved the quality of our homes
- Created a seamless, omnichannel customer journey, improving the customer experience
- An improved repairs experience, so we deliver an efficient 'right first-time' repairs service
- Delivering an excellent customer experience with satisfied customers and our Tenant Satisfaction Measure scores in the upper quartile
- Continued to build new homes at scale
- Maintained or improved our colleague engagement and improved retention rates
- Improved efficiencies to support our ambitions
- Capitalised on this excellent customer experience and efficiency to enable us to deliver more

How we plan to do this

Our Homes

For our customers, their home is their most important consideration, and it is our responsibility to provide this security for them.

We will invest in our homes; develop the right homes in the right places and to the right standards to support the needs of customers; and work with communities to regenerate our poorest performing homes.



Our existing homes

We need to invest further into the quality of our homes and reduce the frequency of repairs.

Data will be key to helping us make investment decisions to maximise the outcomes for our customers, and our relationship with our contractors will be pivotal to ensuring we meet our customers' expectations.

What we will do

- Invest in improving the quality of our homes, neighbourhoods, and communal spaces
- Rollout annual You and Your Home Checks, allowing us to discuss with the customer any work required and how we can best support them.
- Create property passports for every home, identifying work needed to ensure each home meets our required standards
- Work with customers to define new standards for our homes, and work towards our longer-term ambition to provide flooring within all of our homes.
- Improve our repairs service, so we deliver an efficient 'right first-time' repairs service and improved handling of complex repairs.

- Use technology to assist in the monitoring of our homes, enhance the quality of our accommodation and improve maintenance and services delivered to customers.
- Increase geographical efficiencies and simplify our tenure types to improve customer satisfaction, value for money and services for customers.
- Continue on our journey to net zero, introducing new technologies to improve the energy efficiency of our homes, and ensuring all homes achieve EPC band C by 2030
- Work with our supply chain partners to put in place long-term partnerships which build our capability and underpin the delivery of our objectives.



Our new homes

We are committed to continuing to build homes that people love, and we will deliver over 5,700 mixed tenure, new homes and regeneration properties between 2024 and 2030.

Where possible, our new homes will be delivered through a multi tenure, land-led delivery approach, allowing us to use our own design standards and sector leading RoSPA Safer by Design house types.

Our homes already meet Nationally Described Space Standards and go beyond Building Regulation minimums. We use solar orientation and ventilation techniques to achieve high thermal performance and offer improved comfort and energy affordability for customers, and from 2026, all our future direct-build developments will be built to meet an 'A' Environmental Impact Rating, further improving carbon emissions, and reducing customers' fuel bills.

What we will do

- Aim for an ideal tenure mix of 75% affordable homes split equally between social rent and shared ownership, and 25% market sale, to deliver balanced communities and support the delivery of more affordable housing.
- Increase our land-led, direct build capacity, ensuring we continue to deliver our high quality, sector leading homes and specification.
- Achieve an 'A' Environmental Impact Rating for all direct build developments from April 2026.
- Become the partner of choice for Homes England and the local authorities within our area of operation to support new affordable homes delivery.
- Design new developments to deliver a minimum of 10% biodiversity net gain, aligning with our 30by30 commitment to support nature's recovery.
- Continue to deliver excellent customer satisfaction, retaining our 5 Star Housebuilder status and maintaining an upper quartile Net Promoter Score.



Delivering excellent customer service and support

Whilst we have made significant improvements to our services, we are not satisfied with our Tenant Satisfaction Measures (TSMs) scores and know there is much more to be done

In addition, recent maladministration and severe maladministration determinations have highlighted the need for improvements around how we respond to additional needs, keep our promises, proactively manage our homes, and improve our service culture, data, reporting, and record keeping to support this.

Through our 2030 Strategy, we will improve our services, so we are better able to handle vulnerability and complex repairs, and re-design our customer journey, investing in the technology, IT landscape and processes, to provide an easy-to-use omnichannel experience for our customers, which provides a seamless and effortless access to Orbit and the services we provide.

What we will do

We will continue to enable customers to access affordable housing through a range of options; provide support with their home, wellbeing, money, and skills as customers' lives change; and listen to our customers to deliver great service and value for money.

We will increase flexibility in how we deliver our customer service and support so we are better able to respond to vulnerability and additional needs.

Our new digital experience will give customers the ability to complete transactions relating to their home or tenancy quickly, and access information and support easily. However, if customers prefer, they will be able to speak to an Orbit adviser through our customer support centre or visit an Orbit Hub or Independent Living scheme as locations expand across the country, bringing us closer to the communities we serve.



Building a Great Partnership

- Partnering with customers so they feel part of Orbit and proud to have us as their landlord.
- Listening to customers, ensuring their voices are heard and their views are fed into our service design, improvements, customer diversity groups, and in every level of our governance.
- Using our brand voice to represent customers and work with government to influence social policy.



Delivering a Personal Experience

- Creating a great customer experience, where customers can connect with us in way that suits them.
- Adapting our services to respond to differing needs, and developing specialist teams to personalise and tailor services to meet the diverse needs of our customers, and to become experts in managing complexity, whether in relation to vulnerability, a building or property.
- Continuing to deliver support programmes where statutory provision does not meet need, and investing in proactive interventions that prevent problems.
- Creating a new pathway to enable people to move into the right home at the right time in their lives, accessing specialist housing and support as they require it, so they can age in place.



Rapid Digitalisation

- Enabling us to combine smart analytics with operational agility to focus resource where it is needed most so customers feel supported and understood.
- Using data, people, and systems to target proactive interventions, or respond very quickly to service failure.
- Using assistive technology to support older people and complex needs, enabling all to maintain a tenancy and age in place.



Hyper-local Connections

- As we increase the density of the communities we serve, we can increase investment in our local communities, delivering more localised services to better respond to the different needs of individual communities.

Operating sustainably

Our Sustainability Strategy sets out how we ensure everything we do maximises our positive social and environmental impacts.

			
<h3>Our Customers</h3>	<h3>Quality Homes and Places</h3>	<h3>Our Planet</h3>	<h3>Our People</h3>
<ul style="list-style-type: none"> • Work with our customers to shape our services and involve them in the decisions that affect their homes and communities • Support our customers to maintain their tenancy and fulfil their potential • Invest into our communities to deliver social value 	<ul style="list-style-type: none"> • Provide high quality, affordable homes • Invest in the decarbonisation of our homes • Provide safe, healthy places to live • Create sustainable living environments 	<ul style="list-style-type: none"> • Environmental stewardship to drive positive change • Climate action to become net zero carbon • Enhancement of outdoor spaces to promote biodiversity • Sustainable consumption to achieve a Zero Waste, circular model 	<ul style="list-style-type: none"> • Create inspiring leaders and maximise our colleagues' career satisfaction • Provide high quality, safe working environments • Create a diverse and inclusive workplace • Skill and capability development with the customer in mind



We have made positive progress, but there are a number of challenges we are yet to fully respond to. These include:

- Better understanding the technical requirements, solutions, and financial impacts of decarbonising our properties to net zero carbon before 2050.
- Working with our supply partners to align key sustainability objectives.
- Fully modelling sustainability and climate change risks, and developing a robust action plan to adapt and mitigate them.
- Widening customer engagement to better involve customers in the decision-making that informs our Sustainability Strategy objectives and delivery.

What we will do

Plan for 2050: Further developing our 2030 and 2050 decarbonisation plan, using learnings from the early phases of the Social Housing Decarbonisation Fund and integrating decarbonisation works into existing programmes of work to ensure a better customer experience.

- Ensuring that all our major supply partnerships align to Orbit's Sustainability Strategy, Sustainable Supplier Charter, and Social Value Framework.
- Improve our green spaces, ensuring delivery of 30by30 and Biodiversity Net Gain requirements.
- Further energy performance improvements of our new build homes.

- Becoming Net Zero Carbon in our own operations by 2030
- Ensuring all homes are a minimum of EPC band C by 2030
- Managing 30% of outdoor green spaces for nature's recovery
- Reducing operational waste by 15%
- Diverting all non-hazardous waste from landfill

Where sustainability targets expire in March 2026, such as social value, we will review our subsequent position and future ambition, and listen to feedback from our customers against the backdrop of the wider external environment, to determine next steps.



Delivering Social Value

We want to maximise our impact and deliver the most value to as many people as we can.



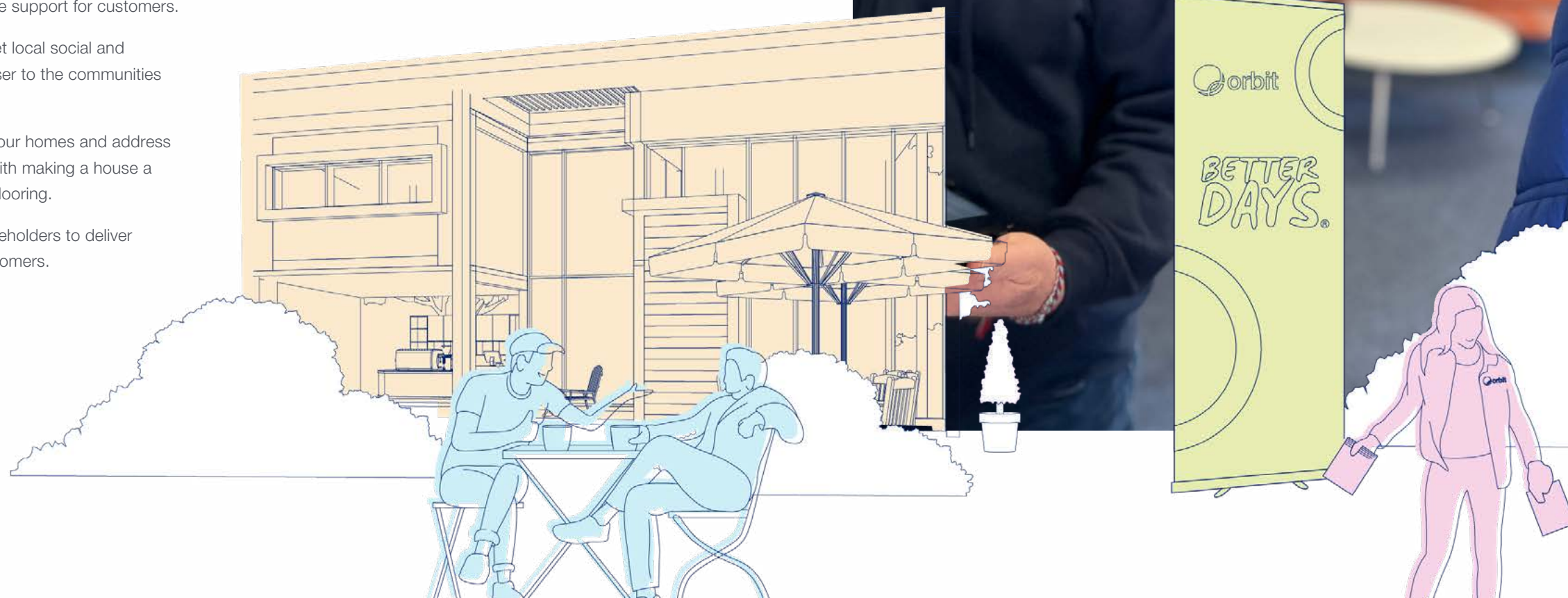
This means increasing the number of people we support and supporting them in more meaningful ways. But to allow us to deliver more, we need to be more efficient in what we do, and better at demonstrating and reporting our impact to create further investment and partnership opportunities which benefit our customers and their communities

What we will do

- Improve efficiencies so we can do more.
- Deliver £100 million in Social Value by March 2026.
- Improve our Social Value reporting to fully capture the impact we achieve and use this insight to inform more effective outcomes for customers.
- Deliver services that support our communities and diverse customer-base where statutory provision does not meet need.
- Work with local stakeholders, community groups, and supply chain partners to increase support for customers.
- Grow local delivery plans to meet local social and economic need, bringing us closer to the communities we serve.
- Improve the quality standard of our homes and address affordability issues associated with making a house a home, such as the provision of flooring.
- Influence policymakers and stakeholders to deliver improved outcomes for our customers.

Note: Social value is an impact measurement of the additional benefits our services and products bring to our customers and communities from the perspectives of those individuals and communities benefiting from them. It enables us to measure the financial value for each improvement we make, allowing us to understand the positive outcomes we are generating for customers and communities.

We calculate this value for all our services using industry recognised social value tools including the Social Value Bank (HACT) and National TOMS and our resulting social value is independently assessed by HACT. We work with HACT to ensure we demonstrate best practice in social value and our approach to data collection and social value calculations has been certified by HACT. We also monitor the Social Return on Investment of our services to ensure they continue to provide value for money for customers.



Valuing diversity

We aim to create inclusive, age-friendly communities where people feel safe and at home. Customer services and support will ensure everyone feels valued and heard, and this extends to our employment experience so we provide great places to live as well as a great place to work.

Our Diversity and Inclusion Commitments:

- We will create a diverse and inclusive workplace where everyone in our workforce feels valued.
- We will provide a fair, accessible, and inclusive customer service to all our residents.
- Lead on diversity and inclusion in the sector.



Supporting Customers

Our Customer Engagement Strategy, Customer Engagement Strategic Committee, and growing number of diversity groups, such as LGBTQ+, disability and future voices, ensure the customer voice is embedded in all our decisions and actions, helping us to prioritise our Equity, Diversity, and Inclusion programme.

With a high proportion of customers who have a disability or mental health condition, are over the age of 65, or who have other complex needs, it is important that we offer the flexibility to tailor our services to respond to these needs. We offer homes from starter flats to Independent Living housing for over 55's and extra care communities, and a range of Better Days support services to meet varying needs such as mental health and digital inclusion, all delivered by third party experts.

Our new omnichannel customer service approach will further improve access to the support available, enabling customers to engage with us and get the support they need in whichever way suits them best. We are also looking at new approaches that support the health and wellbeing of all older residents including general needs customers through the introduction of new technology, improving digital inclusion, and offering a greater range of preventative health services to improve the wellbeing of customers so that they can continue to live independent lives for as long as possible.



Supporting Colleagues

Our quarterly Colleague Engagement survey, Colleague Ambassador group, Healthy Mind First Aider team, Disability Passport scheme, and #ThisIsMe colleague networks, listening sessions, podcasts, tools, and forums, all encourage listening, sharing, and learning to ensure an inclusive workplace and customer-centric culture.

Our EDI framework supports a customer-centric culture to enable us to access and develop the best skills and talent so we can deliver great outcomes for our customers. It focuses on five key areas:

- **Creating safe spaces and a sense of inclusion and belonging:** Our colleagues feel safe and able to share their experiences to build a better place to work and for our customers to do business with.
- **Inclusive Leadership:** Our leaders create the conditions for excellence through role modelling inclusive behaviours and creating a nurturing and collaborative environment for colleagues to perform to their best.

- **Learner Mindset:** We learn from each other; we are brave, accepting when things don't go well and learning from them; we strive to raise the bar of our performance and the service we give to our customers.
- **Opportunities to grow no matter your background:** We want to attract and retain the very best people, no matter their background, and celebrate and embrace our differences.
- **We are here for our customers:** Everything we do has our customers' interests at heart.

Supporting change: Technology and data

Our technology and data improvement programmes will improve customer outcomes, digital and data security, and effectiveness.



Solutions will be customer orientated, simple to use, and deliver complete end-to-end outcomes.

What we will do

- A new omnichannel solution will make it easier for customers to engage with us and achieve the outcomes they need.
- CRM integration will increase our knowledge and understanding of customers, our homes, and operations, ensuring we have the data and insight to deliver services tailored to our customers' needs.
- Appropriate automation will drive faster customer outcomes and efficiencies.



Our people and culture

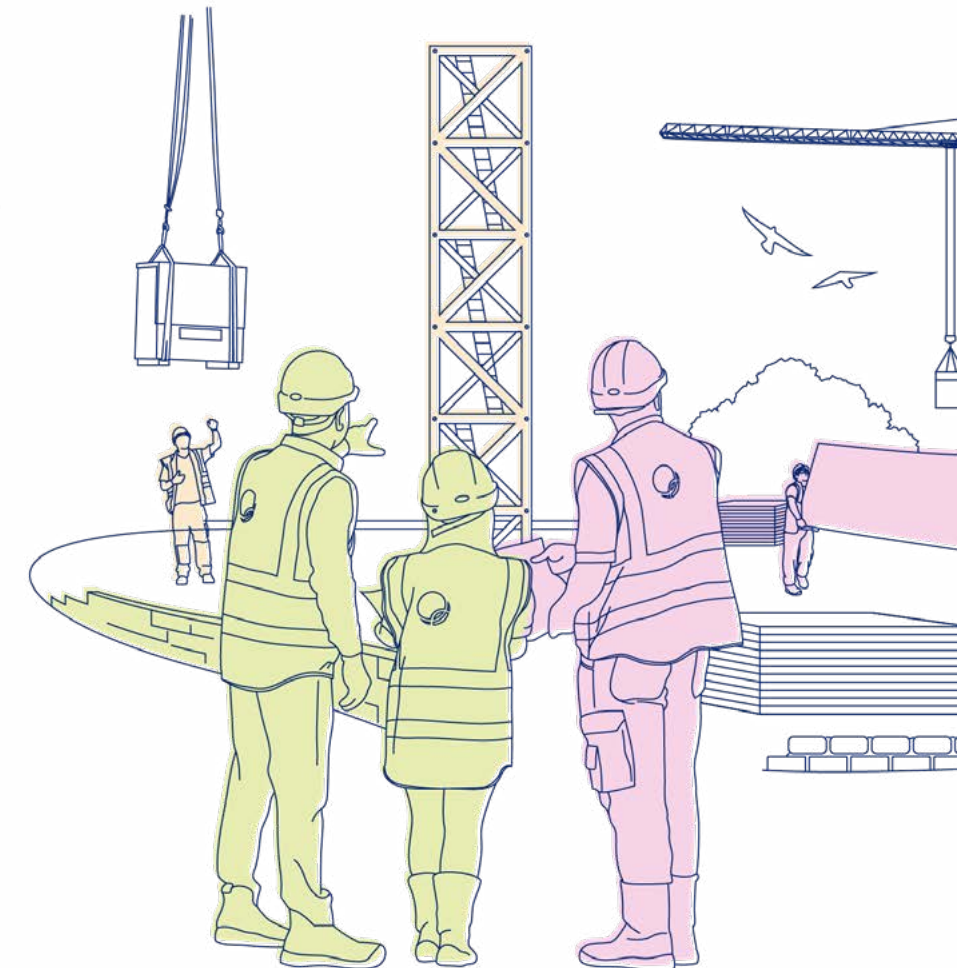
We cannot achieve any of this without passionate and committed colleagues who have the skills to support our delivery. Investing in their skills and development, and setting them up to meet the expectations of our customers will be key to our future success.



In the last 18 months we made significant progress against our People Plan, but we need to increase investment in colleague skill acquisition, and develop clear standards and formal learning pathways to drive both individual performance and collective operational efficiency, developing inspiring leadership, nurturing pride in our purpose and ambition, and building a fit-for-future organisation.

What we will do

- Leadership and skills development: Skills frameworks will be put in place that raise individual capability, supported by investment in training and the introduction of a 'pay for capability' approach to encourage skill acquisition.
- Training and development: Our colleagues are our most valuable asset. We will increase investment in training and development programmes, ensuring teams are equipped to meet the challenges of today and tomorrow.
- Pay and recognition: Changes to our pay and recognition systems will more closely align performance with skill development, fostering a culture that values and rewards contributions towards our customer-focused goals.
- Fit for future organisation: To ensure long-term sustainability and growth, we need to build an agile and adaptable organisation. This means re-evaluating our business processes, team structures, and job designs to better align with our strategic objectives.



What this Strategy will deliver



Maintaining homes that our customers love

What this will deliver

Improvements to the quality and energy efficiency of our homes and communities.

How we will measure success

- Average Net Present Value of our homes
- All homes achieving a minimum of EPC band C
- A Thriving Community Score of between 5.9 – 6.1



Delivering new and regenerated homes to improve our portfolio and assist in tackling the housing crisis

What this will deliver

More new and regenerated homes, so more people have a great place to call home, with improved energy efficiency ratings for our new build developments.

How we will measure success

- 5,700 new and regenerated homes
- All new schemes achieving 'A' Environmental Impact Rating



Delivering excellent customer service

What this will deliver

Improved repairs services and customer experience.

How we will measure success

- Upper quartile customer satisfaction (TSMs) ratings
- A reputation as a leader in customer service



Attracting, retaining, and developing engaged colleagues who share our purpose

What this will deliver

Enhanced individual and enterprise capability, delivered by highly engaged colleagues who share our purpose.

How we will measure success

- Upper quartile colleague engagement



Making a positive difference to our customers and society

What this will deliver

Customer support programmes and increased localised services to make a positive impact for our customers and society.

Continuing decarbonisation of our homes, operations and supply chain, and supporting customers in the transition to net zero.

How we will measure success

- £100m of social value achieved by 2025; 2030 target to be modelled in 2025
- 50% reduction in direct GHG emissions by March 2031



Creating a sustainable and resilient model for the future

What this will deliver

Innovative new ways of working to materially increase the positive impact we make and the number of people we directly support.

How we will measure success

- More customers supported and greater social value achieved





Think before you print!

Go paperless - consider whether printing is necessary