



Homes Strategy 2023-28

Aim

Providing safe, well maintained, sustainable and affordable homes is one of ForHousing’s strategic outcomes. This outcome will be delivered through the Homes Strategy which encompasses:

- The development of new high quality, energy efficient homes that meet current and future housing need;
- Implementing green initiatives that reduce carbon emissions associated with homes and reduce tenants energy costs;
- The delivery of effective compliance activities that ensure tenants are safe within their homes;
- Operating effective asset management and investment activities that ensure homes are well maintained, good quality and fit for the future; and
- Delivering excellent customer focused repairs and maintenance services

This will support the organisation’s vision and mission which are to positively impact the lives of our social housing tenants and to provide safe, well maintained homes and deliver customer focused, equitable and efficient services.

Priorities and Strategic Milestones

In addition to “business as usual” activities, the following key priorities and delivery milestones will be delivered over the life of the strategy.

Priority	Year one				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Full landlord compliance and building safety to ensure tenants are kept safe and always feel safe in their homes			Registering Building Safety Cases for all high-risk buildings	Introduce a tenant compliance portal on the ForHousing website	Complete the landlord compliance Data Assurance Project	Ensure new suitable compliance IT innovations are assessed and adopted	Introduce single platform for compliance management and monitoring	
Proactive and effective arrangements in place to identify and address damp and mould		Introduce recorded annual damp and mould check	Backlog of out of target damp and mould cases completed		Implement planned approach to addressing damp and mould			



Effective and customer focused maintenance services that meet tenant expectations		Refreshed tenant focused Repairs and Maintenance contract in place	Enhanced service delivery and performance management arrangements in place	Tenant scrutiny mechanism in place for repairs and maintenance services	Summarise and promote repair service expectations, progress, learning and successes to all tenants	Use of predictive analysis and AI to enable reduction in future repairs demand	Agree future procurement approach to deliver R&M service	
ForHousing homes are good quality, well maintained, fit for purpose and energy efficient.		Fully mobilise Intelligent Energy system to map out future stock decarbonisation liabilities	Power BI reporting in place across all planned and reactive maintenance activities	Mechanisms in place to ensure new build schemes and designs are enhanced through tenant insight and customer engagement	Holistic approach in place across all operating areas to inform investment in existing homes, rationalisation and building new homes	Use of Off-Site Homes Alliance framework for new schemes utilising MMC (Modern Methods of Construction)		Delivery of 1,337 new homes within a gross five year programme (including grant) of £214m
			Review the Voids and Decency standards to ensure these meet customer expectations		Complete comprehensive review of virtual supply chain linked to tenant feedback and repair failure	Secure pipeline in place to deliver the 1,337 new homes by year five		
				Agree revised stock NPV and appraisal methodology to inform investment, rationalisation, and regeneration decisions	Implement improved stock surveying methodology that ensures all homes have stock data that is less than five years old			



Measures

Strategic measure						Lead (linked) measure					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
New Homes Built	64	174	495	410	194	Affordable	100%	95%	92%	90%	90%
						MMC	22%	25%	30%	30%	30%
						EPC Band B (SAP 81) or above	100%	100%	100%	100%	100%
						Design enhancements from tenant insight	2	3	4	4	4
Tenants are satisfied that their home is safe (TSM)	80%	82%	85%	88%	90%	Compliance across Big 6 areas	100%	100%	100%	100%	100%
						Participation within tenant safety engagement groups	5%	6%	7%	9%	10%
						Meeting Damp and Mould service standards (year-end snapshot)	90%	100%	100%	100%	100%
Tenants are satisfied that their home is well maintained (TSM)	74%	76%	79%	82%	85%	Homes that do not meet the Decent Homes Standard	0%	0%	0%	0%	0%
						Satisfaction with the standard of work (Investment)	88%	89%	90%	91%	92%
						Satisfaction with the standard of work (Repairs)	85%	86%	87%	89%	90%
						Satisfaction with the overall condition of the property during initial property visit (Voids)	75%	78%	79%	80%	81%
						Planned/responsive split	61/39	63/37	65/35	66/34	70/30
Existing homes meet EPC Band C	91.5%	93%	94.5%	96%	97.5%	Decarb interventions (min)	100	350	350	350	350
						EPC validation (min)	300	300	300	300	300



						Carbon Literacy training and tenant engagement prior to Band C works	100	350	350	350	350
--	--	--	--	--	--	--	-----	-----	-----	-----	-----

EDI analysis will be conducted against all measures to ensure that any disparities in experience or quality of service for different people are identified and addressed as part of reaching our strategic measures.

Risk

Include links to how this strategy supports the risk score and risk appetite

Risk Ref.	Risk title	How the Strategy addresses the risk	Current RAG
01	Tenant safety compromised by weak landlord compliance and/or building safety issues.	The Strategy aims to maintain consistent 100% compliance across all landlord compliance areas and ensure tenants remain safe and secure.	12
02	Insufficient targeted investment in FH homes to ensure they remain safe, in good repair, and are sustainable.	The Strategy will ensure that through accurate data and well planned and funded programmes, all homes remain well maintained.	9
03	Significant failure or underperformance by contractor / Key counterparty to meet contractual conditions which results in increased cost and/or disruption to development, planned investment and R&M.	The Strategy will ensure that contractors are procured and managed to minimise any performance and insolvency risks.	12
04	Market conditions pushes up costs of land and development work in excess of appraisal assumptions which limits the scale of FH's future development programme.	To ensure new homes continue to be built, the Strategy will ensure that the appraisal parameters are regularly reviewed taking into account build costs and market conditions.	9
05	Commercial investments are not targeted in line with the requirements of the Investment Policy, or do not generate returns commensurate with the risk.	The Strategy will focus new development activity predominantly on affordable homes with only a modest level of safe outright sale in line with board stipulated profit returns.	12
06	Customer satisfaction impacted by substandard, poorly designed services which are difficult to access and do not meet the needs of customers.	A key principle of the Strategy is to codesign and monitor/challenge services with tenants to ensure these meet needs and expectations.	12
09	Engagement and collaboration with key partners and stakeholders is not effective and leads to misunderstandings, conflict, dissemination of misinformation and lack of trust.	Investment in homes, decarbonisation works, and the development of new homes will take into account the priorities of key stakeholders including local authorities and Homes England.	12



Risk appetite title	Current appetite
Development Social/affordable: The Strategy will focus predominantly on providing new affordable homes.	Open
Development Outright Sale: The Strategy will allow for only a modest amount of low-risk outright sale to provide profit returns to support social housing activities.	Cautious / Minimalist
Development PRS: There are no plans for further PRS development through the Strategy.	Averse
Regeneration: The Strategy will aim to put arrangements in place to review the long-term sustainability of stock and put in place plans to regenerate this where necessary.	Cautious / Minimalist
Asset Management: The Strategy encompasses proposals to effectively manage, maintain and invest in homes.	Open
Environmental sustainability / Carbon efficiency: The Strategy aims to build energy efficient new homes, reduce the energy needs of existing homes and reduce the organisations carbon footprint.	Balanced
Asset Investment: The Strategy incorporates stock data requirements and investment plans to ensure homes remain well maintained	Open
LLHS non-compliance: The Strategy aims to maintain consistent 100% compliance performance for all landlord compliance areas and ensure tenants are safe and secure.	Averse

Supporting documents

Document	Created by	Approved by	Notes
IDMF	Nigel Sedman		

Equity statement

We value diversity and work hard to create an environment of inclusion and equity for our customers and colleagues. We welcome the requirements to comply with various legal and regulatory requirements that relate to equity, diversity and inclusion and aim to do more. Through our activities we aim to eliminate all forms of discrimination, harassment, and victimisation. By fostering good relations with all stakeholders, we will tackle prejudice, systemic barriers that people face and promote equity. We will make reasonable adjustments to this strategy to ensure individual requirements are met and colleagues and customers can fully meet their potential.