



## Resources Strategy 2023-28

### Aim

Making the most of our resources is one of ForHousing’s strategic outcomes. This outcome will be delivered through the Resources Strategy which encompasses:

- Effective people and organisational development including investment in recruitment, training, retention and engagement to optimise talent, productivity and a high performing customer focussed culture;
- Implementing new, and maximising existing technology solutions to increase productivity, drive efficiency, and improve our data quality and governance processes; and
- Strong financial management, setting robust budgets and business plans which support delivery of the high-quality homes and services, demonstrate on-going viability, whilst also evidencing continuing Value for Money through effective cost control and procurement

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				
High performing, customer focused culture				Launch and embed People Framework	Launch and embed Talent Management Framework	Launch and embed employee and manager self service		
					Launch and embed improved recruitment and retention approach			



					Launch and embed improved reward and recognition approach			
					Launch and embed Inclusion Networks			
Improved productivity in both front line and back office		Introduce and launch new omnichannel system to improve customer experience through the Customer Connect Hub	Implement a new front line staff app/system	Develop and embed a new ICT operating model	Launch an enhanced digital self-service enabling tenants to self-appoint repairs at point of order	100% of systems delivered via cloud technologies	Implement a new housing management system	Implement a new people system
			Transition to a new cloud disaster recovery solution		Implement a new finance system	Implement and maximise the use of data quality management tools		
					Wider M365 rollout and increased automation	Increase cyber security by implementing zero trust model technology		



					Deliver productivity training/development for managers (part of Talent Management Framework)			
Increased financial capacity			Launch and embed an improved approach to Value for Money	Launch and embed new and improved approach to Procurement and Supply Chain Management	Financial Capacity Review, understand the capacity for future development vs investment in existing homes	Reduce Business Plan headroom following return to G1, additional capacity for investment in homes and services		
					Implement nine day fortnight	Implement four day week		

## 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
Best Companies overall score	659.5	678	696.5	717	738	Colleague turnover	15%	14%	12%	11%	10%
						Sickness absence (days per employee)	9.5	9	8.5	7.5	7
						Case work (ratio)	1:6	1:7	1:8	1:9	1:10



						Percentage staff completed mandatory learning (includes long term absence)	97%	98%	99%	99%	99%
						Personal growth (Best Companies)	5.5	5.75	6	6.25	6.5
						My manager (Best companies)	5.5	5.75	6	6.25	6.5
						% System availability (core systems) (7am to 7pm)	99%	99.4%	99.6%	99.8%	99.8%
						Microsoft security score	65	75	85	95	95
Balance the cost of back office as a percentage of front line services	18/82	18/82	17/83	16/84	15/85	Finance costs as % front-line services	2.8%	2.7%	2.1%	2.0%	1.8%
						HR/OD costs as % of front-line services	2.3%	2.2%	2.2%	2.1%	1.9%
						ICT costs as % of front-line services	6.3%	6.0%	6.0%	5.6%	5.2%
						Other Back Office Costs as % of front-line services	10.5%	10.0%	9.8%	9.3%	8.7%
Operating margin	19.1%	20.9%	21.1%	21.7%	22.7%	New Homes Built (cumulative)	64	238	733	1,143	1,337
						Service Charge Cost Recovery	90%	95%	100%	100%	100%
						One-Off Costs/ Projects	£1.6m	£0.6m	£0.4m	£0m	£0m
						Rent Collected	99%	99.2%	99.4%	99.6%	99.8%

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

Risk Ref.	Risk title	How the Strategy addresses the risk	Current RAG
06	Customer satisfaction impacted by substandard, poorly designed services which are difficult to access and do not meet the needs of customers.	Using data to redesign our services, this strategy will implement new systems, automation and co-designed self service	12



		solutions aligned with the organisation's operating model to ensure high colleague and customer satisfaction.	
09	Engagement and collaboration with key partners and stakeholders is not effective and leads to misunderstandings, conflict, dissemination of misinformation and lack of trust.	We know partner and stakeholder engagement and collaboration is fundamental to the successful delivery of our Strategic Plans. Strategic stakeholder plans will be developed to underpin the delivery of the strategic objectives.	12
10	ForHousing does not have the right culture with the right people, in the right jobs, with the right tools to deliver business needs effectively and safely	The implementation, embedding, and maturity of skills, performance, recruitment and recognition frameworks is a key priority throughout this strategy.	9
12	Funding and capacity is insufficient to deliver corporate plan requirements and ensure covenant and balance sheet strength	Improved operating margin increases financial capacity, which reduces funding requirements. The development of new homes increases the level of security available for charging against new loans.	12
13	Financial Performance (Current and Future) threatened by loss of income and/or increased costs	The investment in technology to improve the productivity of front-line teams will facilitate more focussed support for tenants who are finding it difficult to pay their rent, which will protect the income collection performance, and reduce the provision for bad debts. Improved financial management through a more strategic approach to Procurement and Value for Money will mitigate the potential for costs to increase.	12
14	VFM not achieved in the delivery of corporate plan outcomes	The improved Value for Money framework will mean all activity delivered through this strategy will be undertaken and monitored through a Value for Money lens.	12
15	Data Security compromised due to a cyber-security breach/Incident resulting in fraud, financial loss, reputational issues, loss of data assets resulting in harm to business, staff, and customers.	The strategy aims to reduce the risk by implementing modern secure systems, applications, tools, and processes along with robust governance and awareness training for all colleagues.	16
16	Limitations to ForHousing's ability to acquire, store, transform and move data assets cause loss of value or reputation and/or affect For Housing's ability to maximise its use of data to make good data enabled decisions.	Through people, process, and technology, the strategy aims to improve the quality, integrity, and availability of data across all systems and applications ensuring the business is able to make sound business decisions with a high degree of confidence.	12



Risk appetite title	Current appetite
Business plan assumptions and golden rules: Robust financial management and business planning will ensure the organisation remains viable and retains V1 regulatory status.	Balanced
Regulatory & legal non-compliance: There is no appetite to be non-compliant and the strategy aims to support achieving a G1/V1 status.	Averse
Operational service delivery: The strategy aims to maximise the use of resources to improve operational service delivery and increase colleague and customer satisfaction.	Open
Technological innovation: Appropriate technological solutions will be implemented to ensure the success of the strategy.	Open
Data governance and cyber security: The strategy aims to strengthen data governance and cyber security controls throughout the activity undertaken.	Open
Staff experience and culture: The strategy aims to achieve and maintain a high colleague satisfaction score.	Open
Equity diversity and inclusion: The strategy aims to design, implement, and maintain equitable services for colleagues and customers.	Open

## Supporting documents

Document	Created by	Approved by	Notes
IDMF	Jenny Neville, Mark Sullivan, Mark Bradshaw.		
2023 Budget and Business Plan	Mark Bradshaw		

### 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.