

Strategy 2023-2028

A review of year two:
2024-2025

**Focusing on
what matters**

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The ForHousing Strategy

Everything we do aims to positively impact the lives of our social housing tenants. During 2024/25 we've continued to build on the foundations laid in the first year of the ForHousing Strategy, keeping tenants at the heart of all we do, and providing affordable, quality and well maintained homes that feel safe and secure.

Our focus remains on increasing satisfaction with our services and delivering what matters to our tenants - listening to, and acting on what they tell us, and using our resources to improve their experience.

This review of progress through year two of the strategy outlines key activity that supports our aims. You'll also see what's ahead in year three, along with the targets we've set that will enable us to track and measure our progress.





Customer focused and equitable services

This outcome will be delivered through the Customer Strategy which encompasses:

- A culture that places the tenant at the centre of everything we do
- Listening and acting upon the tenant voice
- Improving customer experience through better use of resources, systems, and processes.



Customer Strategy year two progress

Tenant Satisfaction (TSM)	Our target was: 72%	Our achievement is: 73.5%	Change from 2023/24: +3.7%
Satisfaction that the landlord listens to tenant views and acts upon them (TSM)	Our target was: 72%	Our achievement is: 71.9%	Change from 2023/24: +2.4%

TSM is short for Tenant Satisfaction Measures. TSMs are designed to show how well landlords are doing at keeping properties in good repair, maintaining building safety, respectfully and helpfully engaging with tenants, effective handling of complaints and responsible neighbourhood management. We use four of the TSM measures within our nine ForHousing Strategic Outcome Measures.

We have listened to, and learned from feedback to make sure we focused on the things that matter.

In the second year of the Customer Strategy, we focused on improving our repairs service, to increase satisfaction and reduce complaints.

This included increasing the number of calls to tenants to keep them up-to-date on the progress of their repairs, sending regular appointment reminders and reaching out to tenants who tell us they are not satisfied with our services through surveys, so we could put things right quickly. We also used feedback and insight to enhance our complaints service and therefore we were just fractionally below the target for 'Satisfaction that the landlord listens to tenant views and acts upon them'.

As a result, tenant satisfaction performance exceeded our year two target, and significantly improved on our position at the same point last year.



In our second year we have:

- Planned ahead for an improved way to deliver our services
- Completed a tenant data census to ensure we have up-to-date and accurate information for tenants, with ongoing work to keep this data fresh and reach those where we had no successful contact
- Through our community asset mapping project, we identified key contacts to help us engage with a more diverse tenant base, including those who are lesser-heard to explore and better understand different aspects of their experience and any service adjustments that need to be made
- Ran a successful recruitment campaign to ensure our involvement groups include a diverse range of voices and experiences.

Looking ahead – in year three we will:

- Improve our digital offer so that tenants can book and appoint repairs directly via our MyAccount+ App and web portal
- Continue to enhance customer influence on our services with the launch of co-regulation events, allowing a stronger relationship between ForHousing’s Board, our Executive team, Committees and involved tenant groups
- Design the new delivery model for operational services
- Work with tenants to inform the development of a new service charge framework, ensuring it offers a consistent, fair and equitable approach that is truly cost-reflective.

Customer Strategy year three targets

Tenant Satisfaction (TSM)

Our target is:
75%

Satisfaction that the landlord listens to tenant views and acts upon them (TSM)

Our target is:
73%



Safe, well maintained, sustainable and affordable homes

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
- Implementation of green initiatives that reduce carbon emissions associated with homes and reduce tenants' energy costs
- 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
- Delivery of excellent customer focused repairs and maintenance services.



Homes Strategy year two progress

New homes built	Our target was: 174	Our achievement is: 157	Change from 2023/24: -10
Tenants are satisfied their home is safe (TSM)	Our target was: 82%	Our achievement is: 79.8%	Change from 2023/24: +1.3%
Tenants are satisfied their home is well maintained (TSM)	Our target was: 75%	Our achievement is: 74.6%	Change from 2023/24: +1%
Existing homes meet EPC Band C	Our target was: 93%	Our achievement is: 93.3%	Change from 2023/24: +1.8%

TSM is short for Tenant Satisfaction Measures. TSMs are designed to show how well landlords are doing at keeping properties in good repair, maintaining building safety, respectfully and helpfully engaging with tenants, effective handling of complaints and responsible neighbourhood management. We use four of the TSM measures within our nine ForHousing Strategic Outcome Measures.

Tenant satisfaction with the safety of their home was below target, although our performance has seen an improvement from 2023/24. We continue to work hard to understand the things that are important to tenants when answering how satisfied they are about the safety of their home. There are a range of actions in progress including analysing TSM feedback from high rise and low rise tenants to understand localised issues and develop tailored safety information.

Tenant satisfaction that their home is well-maintained was also just below target this year and the biggest driver continues to be our repairs and maintenance service. We are contacting dissatisfied tenants who have received a repair to understand and address any concerns. We are also developing an area-based delivery model, to further improve performance and satisfaction.

We didn't reach our target for new homes built this year, as a result of Homes England pausing grant funding in 2023/24. This impacted our development programme and pushed 38 completions into 2025/26. We have, however, exceeded our target for existing homes meeting EPC Band C, through delivering energy-saving measures which are reducing tenants' energy costs.

We have listened and learned from feedback and focused on improving the quality and responsiveness of our services.



In our second year we have:

- Launched the repairs and maintenance Customer Service Excellence Group to discuss performance, feedback and improvement actions
- Identified homes with potential damp issues so we can proactively address these
- Through Wates' acquisition of Liberty, we have enhanced the repairs service customer journey and communicated the positive changes as a result of this new partnership
- Reviewed and addressed disparities experienced by tenants from an EDI perspective, in relation to our repairs and maintenance service
- Developed a standardised approach and have a joined-up plan in place across all areas to inform investment in existing homes and building new homes
- Surveyed 20% of ForHousing homes, prioritising properties with high repairs and those at higher risk of developing damp and mould, and using this information to target the required repairs
- Listened to tenant, colleague and stakeholder feedback and improved our void standard to meet tenant expectation and increase satisfaction.

Looking ahead – in year three we will:

- Complete a comprehensive review of our supply chain linked to tenant feedback and repairs
- Plan for the programme of work to replace high rise cladding at Ladywell Green, Eccles
- Review our Decency Standard, following any changes to the Government's Decency Standards
- Ensure all of our homes have had a survey in the last five years and develop a data lifecycle for our homes
- Build 66 new homes for social rent and prepare to develop over 700 homes in years four and five, using modern methods of construction.



Homes Strategy year three targets

New homes built	Our target is: 66	Tenants are satisfied their home is safe (TSM)	Our target is: 80%
Tenants are satisfied their home is well maintained (TSM)	Our target is: 78%	Existing homes meet EPC Band C	Our target is: 94.5%





Making the most of our resources

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 focused culture
- Implementing new, and maximising existing technology solutions to increase productivity, drive efficiency, and improve our data quality and governance processes
- Strong financial management, setting robust budgets and business plans which support the delivery of high-quality homes and services, demonstrate on-going viability, whilst also evidencing continued Value for Money through effective cost control and procurement.



Resources Strategy year two progress

Best Companies score	Our target was: 706	Our achievement is: 718.2*	Change from 2023/24: +12.2
% Expenditure invested in customer facing services	Our target was: 82%	Our achievement is: 84.5%	Change from 2023/24: +1.9%
Operating margin	Our target was: 16.5%	Our achievement is: 13.3%	Change from 2023/24: -0.2%**

*Colleagues directly employed by ForHousing.

**Based on final audited accounts.

Our Best Companies score and level of colleague engagement made us a 2 star outstanding organisation to work for, ranking ForHousing as 75th in the Large Company category.

Analysis of colleague experience showed that confidence has increased in some areas, and that diversity and inclusion is taken seriously. More colleagues are also sharing they have a disability, long term health condition or learning difference. Colleague participation in the survey was 76% during the year, an improvement of 4% from year one. An action plan, developed with colleagues and our Inclusion Networks, is in place to improve performance in areas including leadership and wellbeing.

We provided additional investment in Repairs and Maintenance customer facing roles, to improve our performance and increase tenant satisfaction.

The operating margin was below the original budget, in line with the sector and demand for services.



In our second year we have:

- Developed our approach to succession planning to develop future talent, aligned with professional standards and qualifications
- Supported the development and influence of three colleague inclusion networks: Race Inclusion, LGBTQ+ and Access (Disability) as well as establishing a group for colleagues who are also tenants to give us honest and insightful feedback
- Increased efficiency through automation and maximised the use of the Microsoft Office 365 suite more widely
- Reviewed our capacity for future investment and development in new homes
- Launched an improved approach to Value for Money, supply chain management and procurement
- Introduced HALA (Housing Associations' Legal Alliance) to save on legal costs and improve the legal services we receive
- Enhanced our approach to managing risk through the implementation of an Enterprise Risk Management Framework
- Improved the technology colleagues have, so customer queries can be resolved quickly and effectively.

Looking ahead – in year three we will:

- Launch a succession planning framework and deliver productivity training and development for managers
- Develop an updated Business Plan and funding strategy and complete the refinancing of our Business Plan
- Further embed our approach to Value for Money
- Enhance, upgrade or replace core technology systems, following a full review
- Introduce advanced predictive analytics, to proactively improve customer and colleague satisfaction
- Develop our approach to using AI to improve productivity and the tenant experience
- Continually improve our cyber security.



Resources Strategy year three targets

Best Companies score	Our target is: 696.5	% Expenditure invested in customer facing services	Our target is: 83%
Operating margin	Our target is: 11.8%		





Moving forward

We're continuing to build on our progress, but we know we still have a distance to travel to achieve our ambitions.

While we're listening to feedback to make the changes needed to improve tenant satisfaction, we know that there are some areas where we need to improve our performance. A key area of focus is our repairs and maintenance service, which is the strongest driver of satisfaction, so in year three we're committed to developing and improving this together.

Our priority is to keep listening and learning from where we don't get things quite right, so we can make the improvements needed to drive satisfaction and support our vision of positively impacting the lives of our social housing tenants. We will keep working hard, together with tenants, and welcome any feedback on how we're performing.



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