ForHousing

# The ForHousing Strategy 2023–2028

**Positively impacting** the lives of our social housing tenants

# Focusing
# on what matters

With tenants at the heart of all we do, we aim to develop an excellent reputation for affordable, quality, well maintained homes where tenants feel safe and secure.

Tenant satisfaction has been the foundation of our plans. Throughout the life of the ForHousing Strategy we will focus on providing excellent services that are easy to access and fast - through automation and insight. Our resources will be focused on delivering efficient local services that matter to tenants and their communities.

We want our colleagues to champion our tenant focused, inclusive and agile culture, promoting ForHousing to others as a great place to work.

## Our vision

**To positively impact the lives of our social housing tenants**

## Our mission

**To provide safe, well maintained homes and deliver customer focused, equitable and efficient services**

## Our strategic outcomes

- **Customer focused and equitable services**
- **Safe, well maintained, sustainable and affordable homes**
- **Making the most of our resources**

## Our drivers

- **Customer focus**
- **Agility**
- **Automation**
- **Data driven insight**

## Our values

- **Respect**
- **Trust**
- **Openness**
- **Passion**

## Our customer service commitment

- **H** — Have the right attitude
- **E** — Ensure YOU do all you can — own it!
- **A** — Always deliver promises
- **R** — Recognise people are individuals
- **T** — Treat them with respect

# You told us... **we listened**

During the development of this Strategy we have consulted with and listened to the views of tenants, colleagues, partners and stakeholders to identify what matters to them. We have also taken into account the regulatory, political and economic context we are operating in.

We have used this information along with rich insight from complaints, operational performance and deep dives into customer facing services through customer journey mapping to develop our desired strategic outcomes and the actions we need to take to achieve them.

Our Board's appetite for risk, along with managing organisational risk, has also informed the development of this Strategy which sets out how ForHousing will drive forward to improve and provide safe, well maintained homes and customer focused, equitable and efficient services over the next five years.

We have consulted with and listened to the views of **tenants, colleagues, partners and stakeholders to identify what matters to them.**

# 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; and
- Improving customer experience through better use of resources, systems, and processes

# Strategy - Customer

## Priorities

- Excellent and efficient customer focused services
- Investment in customer facing service delivery to meet increasing customer demand
- Meet the diverse needs of customers
- Ensure that the tenant voice is heard and influences the customer experience
- Effective and easy to access communication channels

## Measures

We will track the success of our Customer Strategy against the following key indicators, which are aligned to the Regulator of Social Housing's Tenant Satisfaction Measures (TSM):

1. **Tenant satisfaction (TSM)**
2. **Satisfaction that the landlord listens to tenant views and acts upon them (TSM)**
3. **Overall transactional satisfaction (transactional survey)**
4. **Overall transactional fairness and respect satisfaction (transactional survey)**

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

# 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;
- 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

# Strategy - Homes

## Priorities

- Full landlord compliance and building safety to ensure tenants are kept safe and always feel safe in their homes
- Proactive and effective arrangements in place to identify and address damp and mould
- Effective and customer focused maintenance services that meet tenant expectations
- ForHousing homes are good quality, well maintained, fit for purpose and energy efficient

## Measures

We will track the success of our Homes Strategy against the following key indicators, some of which align to the Regulator of Social Housing's Tenant Satisfaction Measures (TSM):

5 **New homes built**

6 **Tenants are satisfied that their home is safe (TSM)**

7 **Tenants are satisfied that their home is well maintained (TSM)**

8 **Existing homes meet EPC Band C**

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

# 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

# Strategy - Resources

## Priorities

- High performing, customer focused culture
- Improved productivity in both customer facing and customer support services
- Increased financial capacity

## Measures

We will track the success of our Resources Strategy against the following key indicators:

**9** **Best Companies overall score**

**10** **% Expenditure in customer facing services**

**11** **Operating margin**

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

# Delivery

Together with our stakeholders, we will achieve our priorities through activities detailed in our linked delivery plans.

The ForHousing Board hold the Executive Management Team to account on agreed progress, with key measures reported to ForHousing Committees, as well as the Board.

We will report regular progress to tenants through our involvement structures and our annual report, along with regular updates through our communications activities.

If you need this information in an alternative language please call

**0161 605 7260**

For other formats please call

**0300 123 5522**

www.forhousing.co.uk

ForHousing

FHS23_28_0726