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 1	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	Update Building Safety compliance returns based on outcome of high rise FRAEW	Introduce reporting model for compliance areas inside and outside of the big 6, including assessing and adopting new suitable compliance IT innovations	Introduce live reporting of any outstanding actions resulting from landlord compliance checks		Introduce single platform for compliance management and monitoring and active risk management		
	Introduce a tenant	Complete the landlord	Procure and mobilise the	Determine approach	Mobilise full cladding			

Priority	Year 1	Year 2	Year 3	Year 4				Year 5
				Q1	Q2	Q3	Q4	
	compliance portal on the ForHousing website	compliance Data Assurance Project	cladding programme so this starts on site by March 2026	for assurance surveys to LPS blocks at Stockbridge Village	programme to Eccles blocks			
Proactive and effective arrangements in place to identify and address damp and mould	Introduce recorded annual damp and mould check	Implement planned approach to addressing damp and mould		Start fitting sensors in properties at risk of D&M				
	Backlog of out of target damp and mould cases completed			Consider cyclical approach for properties with reoccurring D&M issues				
Effective and customer focused maintenance services that meet tenant expectations	Refreshed tenant focused Repairs and Maintenance contract in place	Summarise and promote repair service expectations, progress, learning and successes to all tenants	Analyse external property repair frequencies and issues to effectively target external cyclical maintenance programmes Use of predictive analysis and AI to enable reduction in future repairs demand					

Priority	Year 1	Year 2	Year 3	Year 4				Year 5
				Q1	Q2	Q3	Q4	
			Wates Mobilisation					
	Enhanced service delivery and performance management arrangements in place including Commercial Manager role to administer contract	Enhancing repairs service customer journey aligned to the appointment of the Executive Director of Customer Experience - Repairs.			Wates stability plan complete inclusive of lessons learned			
	Tenant scrutiny mechanism in place for repairs and maintenance services	Review and address EDI disparities experienced by customers from an R&M perspective						
		Operationally Implement the R&M Customer Review Panel						

Priority	Year 1	Year 2	Year 3	Year 4				Year 5
				Q1	Q2	Q3	Q4	
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	Implement improved stock surveying methodology that ensures all homes have stock data that is less than five years old	Use of Off-Site Homes Alliance framework for new schemes utilising MMC (Modern Methods of Construction) By March 2026, 100% of all properties will have had a full stock condition survey	Complete surveys to homes where these have experienced no access or refusals	20% SCS approach in place			Delivery of 753 new homes within a gross five year programme
	Power BI reporting in place across all planned and reactive maintenance activities	Commission and complete external stock condition validation exercise to verify data accuracy and assess costs of future stock investment needs	Secure pipeline in place to deliver the 1019 new homes by year five		Review the ForHousing reporting and analysis of investment standard following the review of new DHS requirements			
	Mechanisms in place to ensure new build schemes and designs are enhanced through tenant insight and customer engagement	Introduce ongoing external auditing process to quality check a sample of internal stock surveys			Knowing Our Asset Data Project			

Priority	Year 1	Year 2	Year 3	Year 4				Year 5
				Q1	Q2	Q3	Q4	
	Review the Voids and Decency standards to ensure these meet customer expectations and incorporate enhancements to the DH standards (and associated costs) resulting from DH2	Complete first stock appraisal based on agreed methodology provide summary report with analysis and recommendations to the Homes Committee		Review our local investment decency standard following the completion of the government decency review.				Review TOM operation
	Agree revised stock NPV and appraisal methodology to inform investment, rationalisation, and regeneration decisions	Holistic approach in place across all operating areas to inform investment in existing homes, rationalisation and building new homes						
		Review of virtual supply chain to reduce costs and improve quality and longevity of products						
		Implement new void standard to all properties						

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 (60 actual)	174 (157 Actual)	66	82	371	Affordable	100%	100%	100%	100%	100%
						MMC	22%	30%	35%	Removed	Removed
						EPC Band B (SAP 81) or above	100%	100%	100%	100%	100%
						Design enhancements from tenant insight	2	3	4	Removed	Removed
Tenants are satisfied that their home is safe (TSM)	80%	82%	80%	80%	80%	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 (routine cases)	90%	100%	100%	100%	100%
						Meeting Damp and Mould service standards (major/complex cases)	-	-	90%	90%	90%
Tenants are satisfied that their home is well maintained (TSM)	74%	75%	78%	78%	85%	Homes that do not meet the Decent Homes Standard	0%	0%	0%	0%	0%
						Satisfaction with the standard of work (Investment)	88%	89%	89%	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%	76%	70%	80%	81%
						Planned/responsive split	61/39	63/37	65/35	66/34	70/30
						Stock surveys as % of homes	5%	20%	60%	100%	100%
	91.5%	93%	94.5%	96%	97.5%	Decarb interventions (min)	100	350	320	NA	NA

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
Existing homes meet EPC Band C						EPC validation (min)	300	300	500	NA	NA
						Carbon Literacy training for colleagues (min)	100	350	120	NA	NA

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 ER Ref.	Risk title	How the Strategy addresses the risk	Risk Score RAG	Appetite RAG
ER002	ForHousing is unable to adequately respond to climate change, decarbonisation requirements, uneconomic assets or environmental risk factors, impacting on our ability to achieve strategic goals, customer safety, and/or regulatory compliance	The strategy has key targets and priorities to invest in homes to ensure these are all Band C by 2030. There is also sufficient investment to maintain decency across all homes, and deliver all necessary investment to keep tenants safe, as set out in the strategy.	6	
ER003	Political environment may not be conducive to ForHousing business plan and strategies.	Investment in homes, decarbonisation works, and the development of new homes is done in partnership with key stakeholders to ensure ongoing support and access to grant funding where appropriate.	6	
ER005	Failure to maintain an effective Health and Safety Culture, which supports safe employment and delivery of safe services, resulting in injury, harm or death to the public, employees, contractors or tenants.	The Strategy aims to maintain consistent 100% compliance across all landlord compliance areas and building safety and ensure tenants remain safe and secure.	12	
ER010	Returns from investment activity are not commensurate to the risks involved resulting in a breach of the RSH Governance and Viability and Value for Money Standards, loan agreements and charitable vires and golden rules.	The Strategy focuses new development activity on social housing.	12	

Risk ER Ref.	Risk title	How the Strategy addresses the risk	Risk Score RAG	Appetite RAG
ER011	A major failure to meet customer expectations, either permanent or temporary, leading to a significant reduction in customer satisfaction, reputational loss, regulatory censure and/or financial loss.	A key principle of the Strategy is to deliver excellent services but also codesign and monitor/challenge services with tenants to ensure these meet needs and expectations.	12	
ER019	Failure to deliver, or keep pace with, the required level of new housing stock.	To ensure new homes continue to be built, the Strategy will ensure that the appraisal parameters are regularly reviewed, a secure pipeline is in place, grant is secured and we maximise our business plan capacity.	9	
ER024	Failure to prevent or respond adequately to disrepair claims leading to increased financial costs and decreased customer satisfaction.	The priorities and milestones associated with delivering effective and customer focused maintenance services will reduce the number of cases and opportunities for successful disrepair claims.	16	
ER026	Ineffective approach to procurement leading to failure to maximise VfM, ESG, social value and/or financial benefits when procuring services resulting in reduced service delivery to tenants and stakeholders.	The Strategy will ensure that contractors are procured and managed to minimise any performance and insolvency risks and supply chain arrangements offer good value for money.	12	
ER027	Ineffective contract management resulting in inefficient management of spend, failure to make efficiencies, reduced performance and increase pressure on colleagues.	As part of delivery of the strategy contracts will be monitored and managed effectively. The TOM arrangements will consider contract management as part of efficiency and effectiveness.	9	
ER028	Wates are unable to deliver contracts within the budget envelope leading to increased financial cost, reduction in service standards/customer satisfaction, reputational damage and regulatory scrutiny.	The procurement efficiency approach will introduce a more competitive approach for planned works. Robust performance monitoring will be essential to early identification of issues. Robust commercial contract management will be in place.	12	

Supporting documents

Document	Created by	Approved by	Notes

IDMF	Nigel Sedman		

Equity statement
We value diversity and work to create an inclusive environment for our customers and colleagues, where everyone has access to the same opportunities. We welcome our responsibility to comply with equalities legislation and regulatory requirements that relate to equity, diversity and inclusion and aim to do more. Through our activities we aim to remove systemic barriers to equal opportunities and eliminate all forms of discrimination, harassment, and victimisation within our organisation.

We are committed to providing excellent customer services, which are fair, equitable and inclusive. As such, we will endeavour to understand and make any reasonable adjustments required for customers in line with ForHousing's Reasonable Adjustment Statement and the Equality Act 2010. Any reasonable adjustment provided will be recorded and kept under active review.