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. The Resources Strategy is undergoing a refresh which will be live from Q3 of year four and will see refreshed milestones and targets up to 2031. Year four is showing a half year position to reflect this.

Priority	Year 1	Year 2	Year 3	Year 4		Year 5
				Q1	Q2	
High performing, customer focused culture	Launch and embed People Framework.	Launch and embed improved reward and recognition approach.	Launch and embed employee and manager self service.		Launch the succession planning framework.	
		Develop plan for succession planning including competency skills matrix aligned with professional standards and regulations.	Introduce Advanced Predictive Analytics.		Implement the competency skills matrix including professional standards and regulations.	
		Launch and embed Talent Management Framework.				
		Launch and embed Inclusion Networks.				
		Customer data census (linked to (KoT). Refreshing existing data sets and collecting data for newly identified data sets in order to formulate planned interventions and provide support to tenants.				
		Implement technical controls and governance for data management relating to end to end property lifecycle. **(moved to homes strategy)**				
		Completion of G2 to G1 plan.				
Improved productivity	Introduce and launch new omnichannel system to improve customer experience through the Customer Connect Hub.	Launch of new Tenant Data Quality Tool. Part of: Wider M365 rollout and increased automation.	100% of systems delivered via cloud technologies.			

	Implement a new colleague staff app/system.	Introduce enterprise risk framework approach.	Implement and maximise the use of data quality management tools.			
	Transition to a new cloud disaster recovery solution.	Implement new Board and Committee portal.				
	Develop and embed a new ICT operating model.	Launch an enhanced digital self-service enabling tenants to self-appoint repairs at point of order.		Upgrade Netcall Omnichannel system with AI functionality and video module.		
		Implement a new finance system. **(removed)**	Implement new CE+ Cyber Security Standards.			
		Deliver productivity training/ development for managers (part of Talent Management Framework).	Increase cyber security by implementing zero trust model technology.			
		Wider M365 rollout and increased automation.	Core Systems Review (Initial System Procurement).			
			Agile+ Feasibility.			
Increased financial capacity	Launch and embed an improved approach to Value for Money.	Embed improved approach to Value for Money.	Updated Business Plan and Funding Strategy approved by Board.	30-year business plan and capital programme re-baselined	Implement the findings of the Board's pension strategy review	
	Launch and embed new and improved approach to Procurement and Supply Chain Management.	Report the outcome of the customer service charge review to Board with options. **(moved to customer strategy)**	Implement Phase 1 of the Modern Data Platform.	Stress testing and recovery planning embedded		
		Financial Capacity Review, understand the capacity for future development vs investment in existing homes (including investigation into alternative funding models).	Complete refinancing of 2025/26 business plan and renegotiate loan covenants.	Scope and launch supply chain maximisation programme		
		Embed new and improved approach to Procurement and Supply Chain Management.				
		Review of core business systems (housing management, asset, repairs, CRM, finance, HR) and roadmap development to enhance, upgrade, or replace.	HMC demobilisation.			
		Implement nine-day working fortnight. **(removed)**				
		Introduce new legal framework (HALA).				

Measures

The Resources Strategy is undergoing a refresh which will be live from Q3 of year four and will see refreshed milestones and targets up to 2031. Year four is showing a half year position to reflect this. The year five targets will be refreshed as part of the updated Resources Strategy.

Strategic measure						Lead (linked) measure					
	Year 1	Year 2	Year 3	Year 4 (up to Q2)	Year 5		Year 1	Year 2	Year 3	Year 4 (up to Q2)	Year 5
Best Companies overall score	659.5	706	696.5	696.5	738	Colleague turnover	15%	14%	12%	9.1%	10%
						% of organisational sickness absence (changed from number of days to a % in year two).	9.5	3.5%	3.35%	3.0%	2.8%
						Percentage staff completed mandatory learning*	97%	98%	99%	99%	99%
						% System availability (core systems) (247/7/365)	99%	99.4%	99.8%	99.8%	99.8%
						Microsoft secure score	65	95	95	95	95
						Regulatory Governance Grading		G2	G2	G1	G1
% expenditure invested in customer facing services	82%	82%	83%	83.5%	85%	Finance costs as % customer facing services	2.8%	2.9%	2.4%	2.4%	1.8%
						HR/OD costs as % of customer facing services	2.3%	2.4%	2.4%	1.9%	1.9%
						ICT costs as % of customer facing services	6.3%	6.0%	6.0%	4.4%	5.2%
						Other support services as % of customer facing services	10.5%	9.8%	11.1%	9.6%	8.7%
Operating margin	19.1%	16.5%	11.8%	9.4%	19.7%	Service Charge Cost Recovery	90%	95%	83%	80%	100%
						One-Off Costs/ Projects	£1.6m	£0.6m	£0.4m	£0.2 m	£0m
						Rent Collected	99%	99.2%	99.4%	93.8%	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	Appetite RAG	Risk Score
ER001	The ForHousing Strategy and supporting strategies may be ineffective and not adequately prepare the organisation for our future operating environment.	By setting Key milestones and objectives which are closely monitored by ARC and PACC we will ensure that delivery of strategy is kept on target		6
ER003	Political environment may not be conducive to ForHousing business plan and strategies.	The strategy is supported by the stakeholder engagement framework which Board are regularly updated on via the CEO report.		6
ER007	Inability to operate within the funding envelope and maintain liquidity, as a result of internal and/or external factors, leading to non-achievement of loan covenants and golden rules and the treasury policy set by the Board.	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.		10
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.	Using data to redesign our services, this strategy will implement new systems, automation and co-designed self service solutions aligned with the organisation's operating model to ensure high tenant satisfaction.		9
ER013	Failure to appropriately manage the quality of data or develop a culture which appreciates the value of data impacting on operational outputs, customer service and the ability to measure strategic outcomes.	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

ER014	ForHousing fails to ensure we attract, develop, and retain the right people to deliver the ForHousing Strategy, resulting in poor outcomes for our tenants and employees.	The implementation, embedding, and maturity of skills, performance, recruitment and recognition frameworks is a key priority throughout this strategy.		6
ER015	ForHousing businesses systems may be compromised.	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.		8
ER016	Business systems may be inadequate.	The strategy aims to implement new systems to improve working practices ensuring more efficient and effective delivery of services through advanced technology. performance, and reduce the provision for bad debts.		12
ER025	ForHousing doesn't achieve short- and medium-term financial targets leading to viability problems and failure to deliver the ForHousing Strategy due to incorrect financial planning assumptions.	By setting key milestones and objectives which are closely monitored by ARC and PACC we will ensure that delivery of strategy is kept on target		8

Supporting documents

Document	Created by	Approved by	Notes
IDMF	Jenny Neville, Mark Sullivan, Mark Bradshaw, Syka Sheikh		
2025/26 Budget and Business Plan	Mark Bradshaw		

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.