STRATEGIC ROADMAP

ForHousing

Strategic outcome

- CUSTOMER FOCUSED AND EQUITABLE SERVICES
- SAFE, WELL MAINTAINED, SUSTAINABLE AND AFFORDABLE HOMES
- MAKING THE MOST OF OUR RESOURCES

Measures

1. Tenant satisfaction (TSM)
2. Satisfaction that the landlord listens to tenant views and acts upon them (TSM)
3. Overall transactional satisfaction
4. Overall transactional fairness and respect satisfaction
5. Number of 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
9. Best Companies overall score
10. % Expenditure in customer facing services
11. Operating margin

RAG

- COMPLETE
- OVERDUE
- DELIVERED BY OPERATIONAL TEAMS
- DELIVERED BY TRANSFORMATION HUB

	YEAR 1	YEAR 2	YEAR 3	YEAR 4 Q1	YEAR 4 Q2	YEAR 4 Q3	YEAR 4 Q4	YEAR 5
Customer focused and equitable services	Launch new tenant scrutiny function Formal launch of the Together with Tenants Charter Introduce and launch new Customer Connect Hub Introduce and launch new omnichannel system to improve customer experience through Customer Connect Hub Understanding the diversity profile of all tenants and aligning all services to meet those needs (Knowing our Tenants' tenant data program) Implement and embed new cenralised complaints function within Customer Directorate Strategic salary review of customer facing roles	Launch of new tenant data quality tool Launch strategic roadmap for new delivery model for operational services Customer data census (linked to KOT)	Elevate360: Phase One: State of the Nation Launch an enhanced digital self-service enabling tenants to self-appoint repairs at point of order Deliver the Tenant Voice delivery plan (formerly strategy) Elevate360: Phase Two: Playback Launch co-regulation events Elevate360: Phase Three: Solution Design	Elevate360 Phase Three: Interim opportunities implemented New tenancy support service within the Knowsley locality launched and embedded Robust programme of annual tenancy visits launched Renew Together with Tenants Charter for 2026-29	Elevate 360 and iHMS: Co-produced Solutions Design Proposed service charge framework: Tenant and leaseholder consultation activities co-ordinated, delivered and evaluated New tenancy model for ForFutures portfolio launched Enhanced approach to customer data collection activity developed	TPAS accreditation undertaken	Elevate360: Phase Four: Redesign models appraised Service charge review: Outcomes evaluated and recommendations proposed to Board (inclusive of communication and support plan for customers) Framework for engaging with lesser heard groups developed and implemented	Elevate Phase Five: Implementation and Embedding Predictive and proactive service delivery (links to data) (Personalised experience)
Safe, well maintained, sustainable, and affordable homes	Introduce recorded annual damp and mould check Fully mobilise intelligent energy system to map out future stock decarbonisation liabilities Registering Building Safety cases for all high risk buildings Backlog of out of target damp and mould cases completed Power BI reporting in place across all planned and reactive maintenance activities 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 Introduce a tenant compliance portal on the ForHousing website Refreshed tenant focused Repairs and Maintenance contract in place Enhanced service delivery and performance management arrangements in place including Commercial Manager role to administer contract Tenant scrutiny mechanism in place for repairs and maintenance services Mechanisms in place to ensure new build schemes and designs are enhanced through tenant insight and customer engagement Agree revised stock NPV and appraisal methodology in place to inform investment, rationalisation and regeneration decisions	Update Building Safety compliance returns based on outcome of high rise FRAEW Implement planned approach to addressing damp and mould Implement improved stock surveying methodology that ensures all homes have accurate stock data that is less than five years old Summarise and promote repair service expectations, progress, learning and successes to all tenants Enhancing repairs service customer journey aligned to the appointment of the Executive Director of Customer Experience - Repairs. Complete first stock appraisal based on agreed methodology, provide summary report with analysis and recommendations to the Homes Committee Introduce ongoing external auditing process to quality check a sample of internal stock surveys Implement new void standard to all properties Commission and complete external stock condition validation exercise to verify data accuracy and assess costs of future stock investment needs Review and address EDI disparities experienced by customers from an R&M perspective Holistic approach in place across all operating areas to inform investment in existing homes, rationalisation and building new homes Operationally implement the R&M Customer Review Panel Complete the landlord compliance Data Assurance Project Review of virtual supply chain to reduce costs and improve quality and longevity of products	Analyse external property repair frequencies and issues to enable the effective targeting of external cyclical maintenance programmes Use of Off - Site Homes Alliance framework for new schemes utilising MMC (Modern Methods of Construction) Secure pipeline in place to deliver 1019 new homes by year five Wates Mobilisation (Phases 1 & 2) By March 2026, 100% of all properties will have had a full stock condition survey Introduce reporting model for compliance areas inside and outside the big six including assessing and adopting new suitable compliance IT innovations Procure and mobilise the cladding programme so this starts on site by March 2026 Review the ForHousing investment standard following the government review and publishing of new decent home standard Knowing our Asset Data Project	Introduce live reporting of any outstanding actions resulting from landlord compliance checks Determine approach for assurance surveys to LPS blocks at Stockbridge Village Start fitting sensors in properties at risk of D&M Consider cyclical approach for properties with reoccurring D&M issues Complete surveys to homes where these have experienced no access or refusals Review our local investment decency standard following the completion of the government decency review	Mobilise full cladding programme to Eccles blocks Wates stability plan complete inclusive of lessons learned 20% SCS approach in place Review the ForHousing reporting and analysis of investment standard following the review of new DHS requirements	Introduce single platform for compliance management and monitoring and active risk management		Delivery of 753 new homes within a gross five year programme Review TOM operation
Making the most of our resources	Implement a new colleague staff app system Transition to a new cloud disaster recovery solution Launch and embed people framework Develop and embed new ICT operating model Launch and embed new and improved approach to Procurement and Supply Chain Management Launch and embed an improved approach to Value for Money	Launch and embed inclusion networks Launch and embed improved reward and recognition approach Introduce new legal framework (HALA) Develop plan for succession planning including competency skills matrix, aligned with professional standards and regulations Implement new board and Committee portal Introduce enterprise risk framework approach Launch and embed Talent Management Framework 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 Launch of new Tenant Data Quality Tool. Part of: Wider M365 rollout and increased automation Embed improved approach to Value for Money Wider M365 rollout and increased automation Financial Capacity Review, understand the capacity for future development vs investment in existing homes (including investigation into alternative funding models) Embed new and improved approach to Procurement and Supply Chain Management Deliver productivity training / development for managers (part of Talent Management Framework) Completion of G2 to G1 plan. Review of core business systems (housing management, asset, repairs, CRM, finance, HR) and roadmap development to enhance, upgrade or replace	Launch and embed employee and manager self- service 100% of systems delivered via cloud technologies Implement and maximise the use of data quality management tools Updated Business Plan and Funding Strategy approved by Board Implement new CE+ Cyber Security Standards Complete refinancing of 2025/26 business plan and renegotiate loan covenants Agile+: Feasibility HMC Demobilisation Core Systems Review (Initial System Procurement) Introduce Advanced Predictive Analytics Increase cyber security by implementing zero trust model technology Implement Phase 1 of the Modern Data Platform	Upgrade Netcall Omnichannel system with AI functionality and video module 30-year business plan and capital programme re-baselined Stress testing and recovery planning embedded Scope and launch supply chain maximisation project	Launch the succession planning framework Implement the competency skills matrix including professional standards and regulations Implement the findings of the Board's pension strategy review			

COMING SOON