



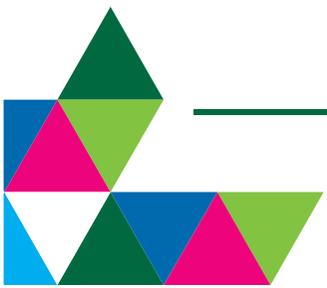
# Our Corporate Strategy 2025 - 2030

This strategy sets the Group's direction to 2030 and provides a clear, measurable framework for delivery and Board oversight



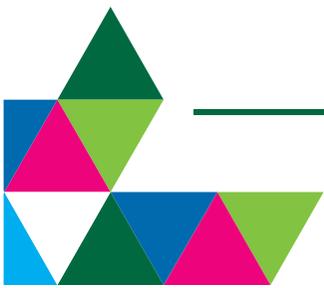
Our group purpose, why we exist.

**We create places  
people are proud to call home**



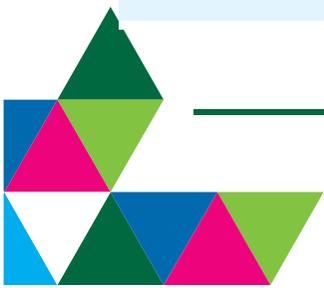
## Our Strategic Pillars and Objectives

Doing more for residents and communities	Creating a great place to work	Building resilience and capacity	Place based leader
<b>Delivering great homes and services driven by what matters to our customers, a top quartile consumer focused landlord</b>	<b>Vibrant inclusive employer of choice attracting, valuing, growing and retaining talent</b>	<b>Resilient business with extra capacity, attractive to investment market with the ability to better manage financial headwinds</b>	<b>Innovative partner – first choice for Local authorities, funders, homes England, developers and landowners. A top 40 housing association influencing policy locally regionally and nationally</b>
Services and service improvements are co-created with our customers, using a robust knowledge data set, of our customers and future customers	Deliver a unified Group culture (Own it   Improve it   Live it)	Maintain G1 / V2 with G1 / V1/ C1 ambition	Be a partner of choice for Local Authorities
Hold the highest levels of consumer standard gradings and top quartile Tenant satisfaction measures (TSM)	Implement a Leadership Development Framework	Balanced growth with prudent gearing limits	Leader of regeneration initiatives
Ensure 100% statutory compliance measures across all our homes and buildings	Have a clear Succession and Talent Management Framework	Deliver merger efficiencies and value for money across whole organisation	Expand care and extra care footprint where viable
Make proactive decisions based on a robust stock condition data set	Housing professionalisation readiness	Business plan and robust treasury strategy that ensures we deliver our ambitions	Housing Policy influencer locally, regionally, and nationally
Provide homes that are the highest they can be in relation to their energy efficiency costs to customers	Be compliant with the Institute of Customer service standards for service excellence	Single set of operating systems giving a single version of the Truth across whole organisation	Operate at the top 20 national developer scale
	Recognised as a great place to work nationally	Operate a simplified Group structure that's fit for delivering future ambition whilst maintain financial resilience	A trusted regeneration and care partner across the geography we operate
			A provider of up to 40,000 homes to 80,000 customers, providing a voice on what is important for a better future place



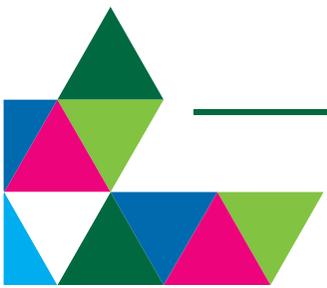
## How we will achieve this - Phase One (2025-2026) – Integration and Stabilisation Systems | Culture | Service Harmonisation

Doing more for residents and communities	Creating a great place to work	Building resilience and capacity	Place based leader
Improve complaints satisfaction and ASB handling by at least sector medium quartile	Develop and implement our people shared values, culture, vision and development plan	Realise efficiency savings of £0.5m 2025/26	Implement a single lettings system across all operating areas so to allow greater customer mobility across multiple local authority areas
Develop and introduce a customer Demand-led repairs model that increases satisfaction by 5% and reduces repairs backlog	Deliver an effective programme of leadership and change communications to embed a “one organisation” ethos	Operating Surplus excluding sales of £45.7m 2025/26	Influence the Local Government reorganisation across Staffordshire so to put the organisation and its customers in the strongest position
Reduce the length of time properties are empty to that of at least the sector average	Agree a great employee value proposition and new Terms and Conditions to attract and retain talent.	SHL Operating Margin 17.8% 2025/26	Play active part in influencing the West Midlands Combined Authority to use devolved funds for the benefit of our customers in the wider West Midlands
Develop both development and Asset Management strategies for whole group	Assimilate colleagues in the Executive Team, Senior Leadership Team	R&M costs as a % of SHL Turnover 42.6% 2025/26	Develop 500 new homes 2025/26
Expand employment and apprenticeship opportunities across our customer base	Develop the new Housing plus operating models for whole organisation, Plan the forward assimilation timeline.	Analyse select and plan to implement a move from 5 Housing management systems (HMS) to a single system giving a single version of the truth for customers and staff	
Strengthen debt, financial crisis and energy support to cover more of our customer base	Develop workforce plan / staffing structures which provide resilience and active succession planning, accelerate apprenticeships, career pathways and specialist post by Dec 2025	Implement single HMS system plan to enable at least 75% of the organisation is on a single system	
Delivery of measurable ESG impact benchmark position		Scope a plan for any remaining ancillary systems to be migrated onto a single corporate system Introduce long term Technology Strategy	



## Phase Two (2026-2028) – Transformation - Digital Enablement | Programme Scaling | Margin Recovery

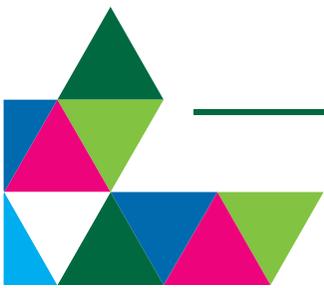
Doing more for residents and communities	Creating a great place to work	Building resilience and capacity	Place based leader
Provide a customer centred complaints service that is accountable and compliant and where learning drives service improvements to improve customer experience by June 2027	Our new leaders will lead from the front and always model our values – they will lead with a strong narrative around the merger benefits, Corporate Plan and how every employee plays a part in value creation from January 2026.	Develop Treasury Strategy by 31/03/2026 and quantify and realise Treasury gains through a refinancing exercise	Develop and implement a key stakeholder analysis and management plan to ensure Housing Plus Group is used and considered in all business-related operating area decisions
Develop and deliver an approach to cohesive communities / ASB, communal areas and neighbourhoods which improves customer satisfaction, TSM results by December 2028	Implement remainder of organisation restructure and new operating model -- Minimise redundancies while enabling necessary structural transitions.	Realise efficiency savings of £3.0m 2026/27	Develop 1000 new homes between 2026/27 and 2027/28
Invest an extra £1.5 million in initiatives such as money advice, loneliness and local delivery through regional community hubs from December 2027	Develop a Group People and OD Strategy	Analyse and consider timing for collapse of Group corporate structure to one of simplicity removing any duplication	
Prepare for Regulatory inspection and scrutiny around Consumer standards so to achieve a C1 grading	Develop a Group Diversity and Inclusion Strategy	<b>Operating Surplus excluding sales of</b> £51.2m 2026/27   £65.1m 2027/28 <b>SHL Operating Margin</b> 16.8% 2026/27   22.1% 2027/28 <b>M&amp;M costs as a % of SHL Turnover</b> 47.8% 2026/27   44.0% 2027/28	
Align customer and property data to improve service personalisation.	Develop a Group Pension Strategy		
Enhance responsiveness and transparency in customer engagement, introduce customer involvement strategy	Develop Group People Policies		
	Promote learning and development to grow our own talent and have an inclusive adaptable workforce by December 2026		



## Phase Three (2028-2030) – Leadership and Scale

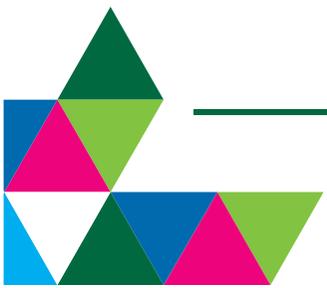
40,000 Home Trajectory | V1 Readiness | Sector Leadership | Full operational stability

Doing more for residents and communities	Creating a great place to work	Building resilience and capacity	Place based leader
Build 3500 additional new homes by 2031	Design and begin work aligned to the Institute of customer service quality mark, plan for formal quality mark assessment summer 2028	Realise efficiency savings of £6m per annum from 2027/28 onwards	Develop 1500 new homes between 2028/29 and 2029/30 totalling 3500 new homes by March 2031 delivered over the 5-year strategic period
Deliver 300 additional kitchens and 300 additional bathrooms from years 3 – 5.	Develop a L&D offer for all employees, that drives continuous improvement and delivers skills required from employees based on our future needs	Additional operating cashflow excluding sales £15m generated between 2025/26 and 2029/30	
Implement a customer demand led repair service which delivers what customers want, when they want it and as efficiently as possible with five years of merger		<b>Operating Surplus excluding sales of £67.4m 2028/29</b>	
Provide customers with a home and surrounding living environment with standards of safety and security that meet or exceed statutory requirements <ul style="list-style-type: none"> <li>- With a compliance first approach</li> <li>- Fit for future internal and external requirements on the business</li> </ul>		<b>SHL Operating Margin 22.0% 2028/29</b>	
		<b>M&amp;M costs as a % of SHL Turnover 45% 2028/29</b>	
		Evaluation and refresh of Strategic Goals completed by December 2030	



## Strategic Risk and Risk Appetite Alignment

Doing more for residents and communities	Creating a great place to work	Building resilience and capacity	Place based leader
Customer Service Delivery and Engagement Theme (Proposed Risk Appetite Level - Minimal)	Merger Theme (Proposed Risk Appetite Level – Minimal)	ICT / Cyber- Security Theme (Proposed Risk Appetite Level – Cautious)	Merger Theme (Proposed Risk Appetite Level – Minimal)
Merger Theme (Proposed Risk Appetite Level – Minimal)	Recruitment and Retention Theme (Proposed Risk Appetite Level – Open)	Data Theme (Proposed Risk Appetite Level – Cautious)	Regulatory Theme (Proposed Risk Appetite Level – Minimal)
Asset Management Theme (Proposed Risk Appetite Level - Cautious)	Health and Safety Theme (Proposed Risk Appetite Level – Minimal)	Finance Theme (Proposed Risk Appetite Level – Cautious)	
Development Theme (Proposed Risk Appetite Level - Open)		Merger Theme (Proposed Risk Appetite Level – Minimal)	
Health and Safety Theme (Proposed Risk Appetite Level - Minimal)			



## Governance and Oversight

### Delivery will be monitored through:

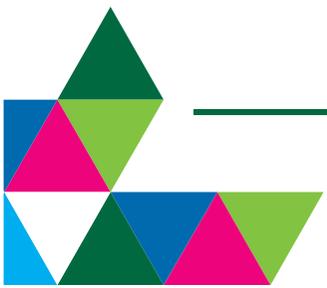
Quarterly strategic dashboard  
KPI reporting to Group Board  
Committee oversight – SPaCE  
Audit & Risk  
Finance  
Treasury & Investment  
People & Remuneration  
Integration & Transformation

**An annual formal strategy review will be presented to the Board which is aligned with the annual risk appetite review, Budget and Business plan approvals.**

## Measurable Success Indicators

### The Board will monitor:

Customer led service delivery  
EBITDA-MRI  
Operating margin  
Gearing  
New supply %  
Reinvestment %  
Compliance metrics  
TSM results  
Staff engagement  
Development delivery



To drive culture through our organisation we use our behaviours:

