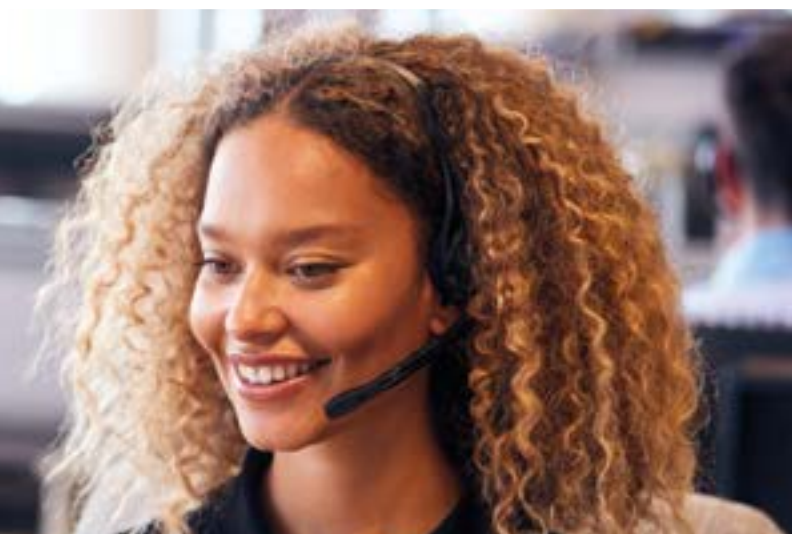


# Corporate plan

## 2022-25

(with annual review)

# Progressive and Resilient Through Change



# Foreword

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**We are pleased to share our 2022-25 Corporate Plan that will guide what we do for the next three years.**

The new plan is entitled **Progressive and Resilient Through Change** reflecting the fact that we are very much in changing times but also recognising that the changes we have made in recent times enable us to be resilient and progressive at a time when we need to be exactly that.

Over the coming years we expect changes to regulation and a more volatile economic situation. We will be living with the after effects of the worst pandemic in recent history and the international situation will have impacts on life in the UK. There are also challenges with recruiting and retaining staff - and social care is in crisis. The changing environment really does demand that we are resilient but also that we are progressive. The people we are here to support and serve need us now more than ever.

I am pleased to say that in these difficult times our Corporate Plan is to do more. We have to be careful with our resources and spend wisely but we remain focused on providing better homes, better lives and better communities. In this plan

we are also committing a lot of effort and resource to building a stronger, more resilient organisation to enable us to deliver better homes and services. You will see that we are planning to improve opportunities for everybody; becoming a more inclusive employer with more opportunities for staff development and apprenticeships. A better trained, more diverse delivery team will help us to understand and respond to our customers' needs better.

You will see that the targets in the Corporate Plan reflect the focus on improving what we do and how we do it. We want to transform the customer experience, providing homes that residents will be proud to live in and homes that we can be proud to offer.

We won't get there with every property in the first three years but we can make great progress and set a clear direction of travel and make a positive difference in our communities.

**Sarah Boden**

Chief executive



# Introduction

**Housing Plus Group is comprised of a number of businesses focused on the provision of quality homes and services across Shropshire and Staffordshire.**



Registered social landlord providing housing and advice services across Shropshire and Staffordshire.



providing retirement living and floating support services, technology enabled care, domiciliary and nursing care. CQC registered and TSA accredited.



providing improvements, repairs, servicing, compliance and grounds maintenance services.



providing homes for market rent and management services for leaseholders and commercial properties.



subsidiary selling homes for outright sale.



subsidiary development company.

**Each of these brands fulfils a unique and special role in delivering the Group's ambitions, providing the 'Plus' in Housing Plus Group.**

Following two mergers and their successful integration, the Group provides more than 19,000 homes and employs nearly 1,000 staff. With the highest ratings from the Regulator of Social Housing for both governance and viability (G1 V1), we value and respect our customers and our staff, listening to and responding to their feedback and ideas.

This three year Corporate Plan is structured to build on this solid performance and significant growth; whilst developing new thinking and modernising our ways of working. A key area of focus for the next two years is the delivery of new Information management and data systems to drive greater business efficiency, better informed decisions and better services for customers. We will be developing greater integration of systems to reduce manual manipulation of data and strengthening system security to protect sensitive data from inappropriate access and to prevent potentially crippling cybercrime.

# Objectives

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**Homes** – providing quality, affordable homes to meet identified housing needs.



**Lives and Communities** – delivering effective housing and care services that customers trust, and which support our customers and communities to achieve their goals.



**Business Resilience** – a financially strong, well governed group, with skilled, motivated people, and transformational IT and reliable data; able to respond to the changing environment.



# Vision

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**A resilient organisation, making a positive difference to homes, lives and communities**

## Values

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### Communication

Providing communication that is timely, open, honest, clear and consistent.



### Learning

Committed to seeking knowledge, innovating and adopting new ways of working to enhance the work of the Group.



### Accountable

Taking responsibility for our actions and performance, providing support and ideas to seek solutions.



### Respectful

Being polite and considerate, understanding the needs of others, respecting and valuing their views.



### Inclusive

Working together to create an environment that celebrates differences and embraces diversity of thought.



### Trust

Acting with integrity at all times, empowering our colleagues and seeking assurance that others will do the same.



### You

Taking personal responsibility for living and embodying our values.

# Objective delivery targets

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## Homes

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- ▶ Complete more new homes to meet identified housing needs across a range of tenures
  - ▶ Continue to invest in our homes, using asset data to prioritise investment and provide timely, quality repair services
  - ▶ Begin delivery of the Net Zero Carbon strategy and the improvement of energy performance
  - ▶ Continue to be a sector leader in our property compliance and health and safety activities
  - ▶ Minimise and deal promptly with disrepair, damp and mould or other issues which adversely affect the health and wellbeing of residents
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## Lives and Communities

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- ▶ Be obviously and unequivocally a business that values and respects its customers, driving a strong customer service culture, embracing the customer standards
  - ▶ Respond to the growing population and needs of older and vulnerable people through an increased provision of a range of both care services and accommodation choices
  - ▶ Continue to develop effective customer engagement, utilising feedback and data and ensuring that every interaction with customers is used to improve the customer experience
  - ▶ Enhance our customers' resilience and wellbeing, through financial and employment advice, floating support services and partnerships with specialist agencies
  - ▶ Support our customers to ensure they are not digitally excluded
  - ▶ Establish a "making a positive difference" fund to support community focused initiatives in our most deprived wards
  - ▶ Continue our apprenticeship programme and invest in the skills and knowledge of our colleagues to enable them to serve customers well and meet the needs of the business
  - ▶ Offer employment and training opportunities to our communities
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# Business Resilience

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- ▶ Maximise the Group's income streams
  - ▶ Ensure timely procurement of additional funding streams, to deliver the Group's priorities
  - ▶ Take care of our staff's wellbeing, learning and professional development needs
  - ▶ Make HPG a great place to work with modern, inclusive working environments, practices and leadership
  - ▶ Attract, retain and grow talented and committed people, ensuring the business's skills and succession needs are addressed
  - ▶ Ensure a dynamic approach to risk identification and mitigation
  - ▶ Ensure we have appropriate systems and technology to drive business transformation and greater business efficiencies
  - ▶ Ensure we have secure, appropriate data, skills, systems and technology to enable effective management and development of our businesses
  - ▶ Continue to modernise our governance services and structures to ensure efficient, supportive and skilled services and Regulatory compliance
  - ▶ Growing the business
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