

Better Together

Corporate strategy 2023-2026



Welcome

Our Better Together corporate strategy sets out how we will reset our relationship with residents – our most important customers – over the next three years. It builds on our proud legacy as an innovative and important player in London’s housing story, but with a fresh approach to address what really matters now to those who live in our homes.

Our core social purpose has not changed, but how we deliver our ambitions must. We are committed to focusing on what matters most to our residents and ensuring we invest as necessary to create better connections, better homes and better places with and for them. That commitment is reflected in the priorities we have set out in this strategy, as well as in our long-term financial plans.

Our decision to refresh how we respond to our residents’ expectations resonates with a wider shift in attitude. The publication of our strategy coincides with several important changes nationally. Those include the introduction of new tenant satisfaction measures, increased scrutiny from our ombudsman, updated legislation to ensure building safety, and a forthcoming consumer regulation regime. All set new expectations on the services that landlords need to provide, fundamentally changing social housing regulation.

The changes at national level are in part a response to increased and effective campaigning by residents themselves, much of it driven by tragedies such as the Grenfell Tower fire and the death of Awaab Ishak. We are acutely aware that we must play our part in ensuring such events are never repeated. Listening to those who live in our homes and responding to their concerns is central to that.

At the same time, we remain committed to maintaining a development programme to deliver much-needed new homes for Londoners, and to achieving net zero by 2050.

Our Better Together strategy is also reflected in recent corporate decisions to focus on our core homes portfolio. They include the transfer of the bulk of our extra care services to a new provider in early 2023 and the proposed sale of our remaining homes outside of Greater London, which starts this financial year.

Implementing Better Together will not be easy. We are looking to deliver sustained improvements during especially challenging times, both for our residents and for us as an organisation. The war in Ukraine, the energy crisis, inflation, and rapidly rising interest rates have all had a serious impact. The UK housing crisis shows little sign of ending any time soon and is experienced particularly acutely in London. Meanwhile, concern is growing over the safety, decency, and energy efficiency of the country’s existing homes, with substantial investment required for necessary improvements.

The need for safe, comfortable and affordable homes in London is as important as ever. That demands increasingly urgent, innovative, and adaptive approaches to meet the challenge across the public and private sectors. As one of the capital’s largest housing associations, with strong financial foundations, we are ideally positioned to take on that challenge.

Better Together will provide a collective focus for our entire organisation, driving a visible culture shift and change in how we work so that we can deliver improved outcomes for our residents.

Our executive board are committed to delivering the new strategy and have completed much of the groundwork in the early part of 2023 to agree exactly what we need to do. In that, they have the full support of the group board.



Ian Ellis

Ian Ellis
Chair



P. Franco

Patrick Franco
Chief executive



Our story

We are one of the largest housing associations in London and the south east, with roots that stretch back to the 1960s. Our residents reflect the diversity of the communities where we work. We house more than 130,000 people across multiple tenures and types of home, and provide a wide range of services. That volume and variety means that our relationship with our customers, and how we engage with them, differs considerably from one resident to another.

Although we have grown substantially through mergers over the years, we remain geographically focused in and around London. We own or manage more than 67,000 homes, almost nine out of 10 of which are in London. Our homes range from Victorian street properties older than 120 years, to new developments built in the 21st century.

We are committed to delivering homes that Londoners can afford, whatever their personal circumstances. General needs properties charged at social or affordable rent levels make up more than half our portfolio, but we also offer shared ownership, leasehold, market rent, supported and temporary housing, and commercial properties.

Our challenge

We have grown into a complex and diverse organisation, but recent work to improve our insight, systems and data has helped us clarify where we need to focus our efforts. Crucially, that work has reinforced what matters most to residents and helped us to prioritise accordingly.

A pragmatic example is our recent decision that we are not best placed to continue to provide homes outside London or extra care services. Those decisions will not only reduce the challenges associated with managing geographically diverse services. They also enable residents in those services or areas to be better served by other more specialist and/or local registered providers.

Establishing what matters most to residents has also highlighted that embedding the right culture across our organisation will be vital in delivering our aims.

We know that doing what we promise is important. Our culture must be consistent, with all colleagues working towards supporting the right outcomes, with a sense of urgency from everyone to improve the things that matter. Our residents should be at the heart of our structures, processes and systems and drive our decisions each and every day.

Thinking about our actions and behaviours from a customer perspective must become second nature. We need to hold ourselves to account and continually challenge whether and how our work is contributing to a better resident experience. Embedding a performance-driven culture to push for improvements across our organisation will be crucial to achieving that shift in mindset.

Our response – Better Together

OUR VISION

Making London home

Our Better Together corporate strategy outlines what we want to achieve through a refreshed vision and mission, and how we plan to do that.

Our vision for Notting Hill Genesis, Making London Home is our response to the housing crisis in London. We are committed to working Better Together to provide good quality homes to enable our residents to live their lives well.

OUR MISSION

Working better together for our residents



We have identified three strategic priorities – better connections, better homes and better places – and three enabling themes. Those themes focus on people, finances and value for money, and technology, digital transformation and data-driven decisions. The enabling themes are integral to developing the right culture and, as such, they cut across the whole strategy.

A suite of more detailed plans supports the overall corporate strategy. They include a customer strategy focusing mainly on better connections and places, and an asset strategy that concentrates on better homes. Both set out specific actions and measures so we can monitor progress.

Our values, which underpin the successful delivery of those objectives and themes, have not changed. That said, we recognise that we have more to do to embed them. Our values set out what we stand for and should be visible in how we behave when carrying out our work. We know that isn't always the case right now.

Our expectations framework and Better Together performance framework will help drive the cultural change we want to see across our organisation and ensure we deliver our Better Together strategic objectives.

Values

Our values set out what we stand for and should be visible in how we behave when carrying out our work.

1

Compassionate

Our neighbourly spirit prevails and informs how we treat everyone, from the colleague sitting next to us to the resident in our care. We are generous with our time, our actions, and our investment in people, whether our colleagues or residents.

2

Progressive

We are committed to change where it will improve services, systems or processes for our residents and others. Our teams strive to be better than the day before and recognise the achievements of getting there. By asking questions, thinking creatively and trying out new things, we ensure that change is incremental and that we learn from mistakes as we go.

3

Dependable

If we say we are going to do something, we do it. We take ownership and hold ourselves and others accountable for following through on the commitments made. By demonstrating that we consistently deliver and keep our promises we build the trust of everyone we work with. Our colleagues and residents can count on us.

4

Inclusive

We believe in housing that works for everyone. Celebrating the diversity of both our resident and employee communities, we commit to profoundly changing the balance of power in our organisation in order to authentically reflect them. We proactively fight injustice and champion equality. Collaboration, whether with external agencies or through internal teamwork, is the only way to achieve our collective vision. Good ideas can come from anywhere, so we take the time to listen to others and treat everyone with respect.

5

Empowered

We are facilitators, here to champion and support our residents. Led by them and their needs, we empower them to use their home as a springboard to prosper and grow. We empower our people to lead, take ownership of their work and be accountable for everything they do. They leave their own mark as they contribute to the positive change we collectively make.

Strategic priorities

It is only by working better together to address the entirety of the customer experience – the services they receive from us, the quality of our homes and the places in which they live that we will become the truly resident centric organisation we aim to be. We will concentrate our efforts on three core priorities:

Better connections



To reconnect more fully with our residents and address their legitimate concerns, we need to get closer to them. We need to listen actively and empathetically and see our services from their point of view.

Better homes



We want all our residents to have a safe, warm, comfortable home where they can enjoy life. We need to make improvements of one sort or another to the majority of our homes.

Better places



A sense of community plays a crucial role in our residents' overall experience. We will manage our estates in a holistic, tenure blind way that meets the needs of the residents and local community.

In the shorter term, we are prioritising repairs, service charges and health and safety, the areas which have come up time and again as the issues that matter most to our residents. We are looking to accelerate improvements in these areas and have identified additional budget and/or resources where needed. Katie Bond our chief operating officer, will act as a single point of accountability and ensure one high standard of services, for all residents regardless of tenure.

Alongside our Better Together aspirations, we are committed to becoming a sustainable housing association. Our strategic priorities are closely aligned and reflected in our environmental, social and governance (ESG) activities so provide a strong foundation.

We set out our vision for what our homes, green spaces and business will look like in 2030 and beyond in our sustainability strategy, and have made steady progress since we published our first ESG report in July 2021. We will continue to report our ESG performance in line with the Sustainability Reporting Standard for Social Housing, demonstrating our positive impact to our residents and other stakeholders. That will show potential investors that by supporting our organisation, their money can have a positive social impact.

Making London home

OUR VISION

Working better together for our residents



OUR MISSION

Better connections

Residents feel safe in their home (including place)

Residents feel like their 'house is a home'

Housing costs are fair, predictable and easy to pay

We really listen to residents and act in response

We fix problems well and fast

We take care of the property and place, for today and the future

Better homes

Level-up our homes to an enhanced ReNew standard

Harness and improve our data to ensure safety, compliance and sound decisions

Transfer or sell poorly performing homes

Deliver improvements within the existing budget

Enhance customer experience at every opportunity

STRATEGIC PRIORITIES

Better places

Customers who love where they live and have pride in it

To create a sense of community

Estates that meet our new standards

Finances and value-for-money

Customer strategy

Asset strategy

Supporting strategies

Technology, digital transformation and data

ENABLERS

People

Business Plans

Performance framework

Budget

PERFORMANCE

Individual objectives

Enabling themes

Several themes are integral to developing a customer centric culture and enabling our Better Together ways of working.

People

We cannot deliver our Better Together transformation without the buy-in and focus of those who work for and with us. Put simply, we need our people to provide excellent services to customers, no matter what job they do. We need to attract, retain, support and develop colleagues who share our values, put residents first, and are willing and able to contribute to achieving our goals. The key will be to deliver a completely different way of thinking about our residents – our most important customers – across our organisation. Everything we do should be approached through the lens of customer experience. This requires a big shift.

Our people strategy, developed in parallel with our customer strategy, focuses on three broad areas for improvement – customer experience, culture and performance, delivering key workstreams on people management capability, recruitment, induction, learning and managing performance well.

Our people managers are critical so we will focus on building alignment and capability



through a tailored management development programme for them.

We will be clear with our colleagues about the importance of our values and the behaviours required to deliver the customer strategy and will work to embed a high-performance culture. That will be supported by a learning offer specific to different roles and embedding external and professional requirements. In addition, we will improve our organisation-wide ability to attract and select talented people who can deliver for our residents, and design and implement a new approach to ensure we induct them into our organisation well.

Equality, diversity and inclusion will remain at the heart of Notting Hill Genesis and will be supported by strong collaboration with our employee networks and staff and partnership forums. We will continue to run talent programmes that develop under-represented parts of our workforce so that we can achieve greater diversity at the higher levels of our organisation.

Being a good employer and enabling and embedding modern ways of working will also be vital to creating the right culture.



Finances and value for money

Having strong financial foundations is crucial if we are to realise our ambitions of improving our existing homes and the services we provide to residents. Robust finances are also important if we are to continue to provide much-needed new affordable housing.

In spite of and because of the many challenges in the affordable housing sector at present, we have aligned our finances with our corporate strategy. Reducing absolute costs will always be an aim, but we will need to increase investment over the next few years to deliver better outcomes for our residents. We have created capacity in our strategic business plan for 2023 to 2053 to allow for that investment, and will achieve value for money by making best use of all our systems, homes, people and finances.

Our value for money strategy meets regulatory requirements and provides a framework for us to meet our corporate objectives at the same time as ensuring every penny is well spent across the organisation. We know that our 10-year planned investment programme in existing homes and external factors driving inflation levels will put pressure on value for money metrics in the short-term. That makes it crucial that we embed value for money throughout our business and develop initiatives that benefit both our current and future residents.

To remain financially resilient and attractive to lenders, we must maintain performance against key financial metrics, as well as reduce debt and financing costs. To achieve that at the same time as delivering Better Together, we have had to make some compromises.

Our decision to scale back our development programme from 2028 has been one of those trade-offs and means we will provide fewer new homes compared to our previous strategy. We will also consider reducing revolving credit facilities, restructuring

our private rented sector schemes, and transferring our outer London stock to other providers. We are confident those strategic decisions will enable us to navigate the challenging external environment at the same as working better together for our residents.

We will continue to measure ourselves against our G15 peer group and seek other benchmarking opportunities to assist us in identifying areas for focus in delivery of cost savings and improved value for money.





Technology, digital transformation and data-driven decisions

We are committed to digitally transforming services both for residents and colleagues to improve value for money and enable us to thrive and be fit for the future. Our priority is a digital offer that supports a better customer experience, allowing for self-service and efficient housing management.

Our My Account platform, known internally as WorkWise, has made key business processes available to residents and colleagues at their convenience, and allows vital information about our properties and services to be securely stored in one place. Residents can make a payment, report and track a repair, contact their local officer or give feedback online 24/7. To be Better Together, we will ensure the platform is stable, can meet the demands created by its growth and is developed to improve core elements, such as enhancing the repairs experience. Together, those actions are designed to improve our colleagues'

experience of using WorkWise so that they are better supported to deliver enhanced services for residents.

We will continue to modernise our technology in line with our digital strategy to improve efficiency and services, including using new finance and property management solutions.

Over the last few years, our data strategy has supported the use of information stored in WorkWise to make better decisions, and improve services and processes too. We will continue to ensure colleagues have the tools and skills to make better decisions.

Our customer insight has grown in part from our use of WorkWise. We also have a suite of perception and transactional satisfaction surveys and our colleagues gather a wealth of information as they spend time out and about speaking to our residents. Collectively, those

sources help us to better understand how our residents feel, to pinpoint what matters most, and to identify where our service can let them down. We must continue to use such data to help enable all our teams to deliver a great resident experience.

The governance and accessibility of our core data will enable us to leverage new opportunities associated with machine learning, data science and artificial intelligence. We have conducted several data science pilots already and will develop our strategy further to see how these opportunities can be used to transform our services by intervening earlier, predicting outcomes and reducing waste.

The potential for automation is high, and we are considering how we can make the most of it to increase our efficiency and performance. An example is our work to automate key processes and procedures in our service charge system to improve the speed and quality of service.

A more sophisticated use of data, such as overlaying property and tenancy data, would enable us to predict as well as respond to resident issues. We plan to start with our most immediate priorities, such as damp and mould, to predict where issues might occur and tackle them proactively.



Better connections



Our customer strategy sets out how we will deliver our commitment to provide good quality homes that enable our residents to live their lives well. The six objectives included in the customer strategy are based on what residents told us mattered most to them. As such, those objectives underpin everything we do, and provide the Better Together framework for what we prioritise as an organisation.

Where are we now?

Based in our communities, we have a unique service offer that allows us to get close to our residents, understand their needs and provide access to our services through the channel of their choice. But our service is not consistently at the level we need it to be. We must concentrate our efforts to ensure residents are at the centre of everything we do. We have to do more, and better.

Our residents told us about their experiences and what they want and expect from us through comprehensive research to inform the customer strategy. Alongside an analysis of existing customer insight, we carried out in-depth qualitative research, including interviews with residents in their homes, resident focus groups, and interviews with colleagues and board members.

Repairs, service charges, and places and estates came out loud and clear as the areas we need to prioritise. If we can make improvements and get those areas right, we know we will be delivering what matters most.

In the final section of this corporate strategy, we set how we will know when we have achieved our objectives and our measures of success.

What we want to achieve

Objective 1 – residents feel safe in their home (including place)

We will:

- Reorganise our internal resources to make it clear who is responsible for what and that colleagues have specialist support for

more complex activities

- Introduce a new estates operating model to support a greater sense of community
- Reprocurer our repairs service with contract performance focused on resident outcomes

Objective 2 – residents feel like their 'house is a home'

We will:

- Work to enhance the customer experience through regular maintenance and compliance processes
- Proactively communicate what residents can do to their homes, through annual visits and developing better connections with our customers
- Deliver community and socio-economic development by creating a placemaking framework for all estates and neighbourhoods

Objective 3 – housing costs are fair, predictable and easy to pay

We will:

- Improve our internal processes for managing service charge budgets so that local officers are clear about who is being charged for what and can explain costs simply to customers

Objective 4 – we really listen to residents and act in response to that

We will:

- Carry out a programme of continuous improvement, led by a dedicated customer experience team who will identify key areas for action based on what residents tell us matters most
- Roll out a new resident engagement strategy and review the tools we use to communicate with customers
- Review and relaunch our complaints process in response to resident feedback

Objective 5 – we fix problems well and fast

We will:

- Implement the findings of a review of our repairs service, make it clear who is responsible for which elements in the process, and ensure contracts focus on delivering positive outcomes for residents
- Take a 'whole home' approach to repairs so that we are respectful when resolving issues and minimise disruption to residents' lives
- Continue to check for damp and mould as part of routine annual visits to every one of our homes, rating any cases according to severity so that we can prioritise and respond to severe incidents and vulnerable residents quickly

Objective 6 – we take care of the property and place, for today and the future

We will:

- Enhance the customer experience through regular maintenance and compliance processes and develop bespoke estate management strategies to support the specifics of each place

Better homes



We want all our residents to have a safe, warm, comfortable home where they can enjoy life. We want to be sector leading, achieve more for our residents and create great places to live, for now and for the future. These principles are at the heart of our asset strategy to level-up all affordable homes to an enhanced standard and achieve the government's net zero carbon emissions objective by 2050. To achieve that, we have committed significant investment in our homes, with £497.4 million earmarked for general needs and care and support homes to 2032.

Our residents are clear – making their homes more energy efficient, so they can use less energy, and are warm and comfortable, is a top priority. To meet net zero carbon we know we need to drive deeper improvements in insulation and eventually switch away from gas boilers to heating systems that use renewable energy and/or carbon neutral electricity. Our sustainability strategy reflects our ambitions to become a truly sustainable housing association and sets out our vision for what our homes, green spaces and business will look like in 2030 and beyond.

Where are we now?

We own or manage more than 67,000 homes and commercial units. We are responsible for the internal maintenance of around 41,000

of those and the external maintenance of 58,000. Our portfolio is diverse, with 15% dating from the Victorian era, 49% constructed post-2000, and the rest having been built in the century in between. Overall, 59% of our homes are in conservation areas and 11,800 homes are not yet achieving an energy performance certificate (EPC) rating of at least level C.

Every type of accommodation presents different problems, whether in terms of maintenance, safety or retrofit. We need to make improvements of one sort or another to the majority of our homes. We need to use our data better to take a more preventative approach – predicting and preventing problems in our homes so they can support the active and full lives of our residents.

Working with a resident focus group, we have developed our 'ReNew' standard to increase satisfaction with our homes. Alongside general improvements to relet a home when it becomes void, we complete more substantial works originally scheduled for a later date. That means homes have updated kitchens and bathrooms, new humidistat extractor fans and are fully decorated at the start of a new tenancy. In consequence, there are fewer snagging issues when residents first move in and less disruption from planned work in the early years of a tenancy. Repair costs will reduce in the medium term because void improvements are done to a higher quality.

Our asset strategy sets out five objectives to help us deliver our better homes ambitions. Delivering them will require a whole organisation approach, with care and thought to how and when we invest to make improvements for our residents, sequencing works to minimise disruption and maximise impact. In the final section we set how we will know when we have achieved our objectives.

What we want to achieve

Objective 1 – level-up our homes to an enhanced ReNew standard by 2030

We will:

- Use data to ensure we tackle the most challenging problems first to make the biggest impact for our residents
- Improve poorly performing homes including those that have an EPC rating below C through our planned investment and retrofit programmes
- Align our planned programme specifications to ReNew standards to create the consistent feel of a Notting Hill Genesis home: modern, warm and aesthetically appealing
- Reduce the number of disrepair cases and non-decent homes, focusing on shortening the time between an initial claim and carrying out remediation works, and applying our data and learning to predict and head off future disrepair claims

Objective 2 – harness and improve our data to ensure safety, compliance and sound decisions

We will:

- Improve confidence in our data through an ambitious stock condition survey

programme and insight gained from spending time with residents in their homes, and use that information to prioritise, sequence and deliver our planned programmes and predict and prevent emerging risks

- Use the 'golden thread' concept to ensure we hold a holistic view of our homes from planning and development to all ongoing maintenance and improvement
- Improve our systems, automate updates and predict emerging risks that impact our homes, including disrepair

Objective 3 – transfer tenanted homes to other better placed registered providers or sell off poorly performing vacant homes that, on balance, inhibit our ability to reach our Better Together ambitions

We will:

- Transfer homes outside London to other registered providers with greater local knowledge and/or specialist expertise so that residents receive a more local service, we have fewer challenges associated with managing geographically diverse homes, and future investment can be redirected to our remaining homes in London
- Identify homes that perform poorly in terms of resident experience and financial performance and pursue a disposal

strategy that makes sense on a case-by-case basis, including offering residents the chance to move to a suitable ReNew home

- Continue to build new homes to ensure we provide more affordable options in our communities

Objective 4 – deliver improvements within the existing budget

We will:

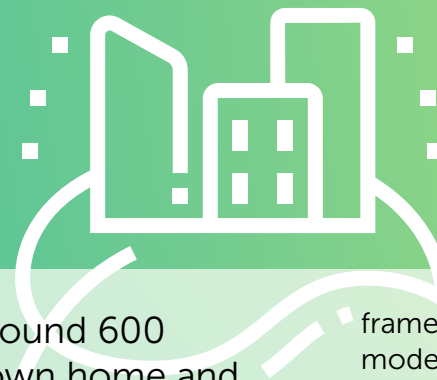
- Actively pursue strategies to fund the works set out in the asset strategy without seeking additional budget and by minimising the impact on our social housing cost-per-unit metric as defined by the regulator
- Deliver the ReNew void standard using the proceeds from the sale from voluntary moves and consider reallocating the costs of major works through intra-group transfers

Objective 5 – enhance customer experience at every opportunity

We will:

- Work collaboratively and share knowledge so that we get our service right and resolve issues quickly to ensure a better customer experience
- Seek regular feedback on our service and involve our residents in shaping our plans and helping us to improve

Better places



Around half of all our homes are on an estate, and we have around 600 estates of various sizes in total. Alongside the quality of their own home and the standard of service they receive from us, our residents have told us that a sense of community plays a crucial role in their overall experience. They need a place they can call home and a community they can feel a part of and engaged with.

Our new housing developments have become larger and more complex, with homes for residents across a range of tenures. We recognise we need to do more to create places and communities where people can thrive for the long term.

To achieve that, we are fundamentally changing how we think and work, setting one standard for the delivery of services for mixed communities and applying the same focus to the wider environment as we do to ensuring we provide good quality homes.

We will also adopt a conservation-led approach across the green spaces we manage and create opportunities for residents to be involved in the development of local green space management plans. Enhancing green spaces and nature is one of four priority areas set out in our sustainability strategy.

Where are we now?

Findings from a 12-month placemaking pilot, which concentrated on specific estates have laid the foundations for our better places approach.

Building on the wealth of experience and good practice from our regeneration projects and other community initiatives, the pilot tested a new approach to how we design and manage our estates. It focused on community and socio-economic development, customers, estate management, and brand and identity, and was successful in improving the experience of our residents, especially around scheme aesthetics and engagement.

The pilot has helped identify where we have neglected resources or expertise, where we need to evolve and where we need to maintain certain specialisms. It has provided a

framework for a new structure and operating model that is primarily based on place and estates.

Our residents have also told us we should do more to facilitate resident-led management and transformation of our local environments, and join up community initiatives. We will explore different models for resident-led management of green spaces and embed those into our operating model.

We have set out three key objectives to help us deliver our ambitions for better places and in the final section explain how we will know when we have achieved them.

What we want to achieve

Objective 1 – customers who love where they live and have pride in it

We will:

- Provide our residents with the tools and support they need to deliver community projects and partner with appropriate organisations to fill the gaps and deliver necessary support
- Carry out an external design review to

identify the changes we should make in future to landscaping, communal areas and commercial spaces for new housing developments, with a focus on long term stewardship of these spaces so they remain fit for purpose and easy to maintain

- Embed placemaking into every stage of the development and sales process from initial land purchase, through planning, during delivery, to practical completion of the scheme and beyond into management

Objective 2 – to create a sense of community

We will:

- Use the findings from the placemaking pilot to develop a framework that can be rolled out to ensure places and estates are central to the way we think, work, and deliver our services
- Establish dedicated place and estates managers to lead on estate and block management of large schemes
- Continue work with local boroughs on our major regeneration schemes at Grahame Park, Woodberry Down and the Aylesbury estate, including the provision of extensive socio-economic programmes
- Leverage our non-residential assets to build and support communities and deliver general amenity and multi-use spaces

Objective 3 – estates that meet our new standards

We will:

- Manage our estates in a holistic, tenure blind way that meets the needs of the residents and local community
- Develop bespoke estate management strategies for each scheme that works for the place and our customers' expectations and considers a consistent set of criteria, including assets, repairs and estate services
- Embed a conservation-led approach to providing and managing green spaces and

create opportunities for residents to be involved in the development of local green space management plans

- Work with an ecologist, residents and local organisations to implement different nature enhancements in green spaces around our estates
- Provide good quality green spaces for residents and enhance biodiversity on all new developments

Four priority areas for sustainability



Warm, comfortable, low carbon homes:
Ensuring all our residents live in homes that are warm, comfortable and energy efficient by retrofitting and building them to become net zero carbon and resilient to a changing climate



Enhancing green spaces for nature and people:
Restoring and enhancing these spaces to maximise benefits for people and nature, and to provide inclusive and welcoming areas for people to enjoy and wildlife to thrive



Using resources sustainably:
Responsible buying of goods and services, alongside working towards being a zero waster organisation by 2050



Net zero carbon:
achieving net zero carbon for our own business operations by 2035, and net zero carbon for our homes and supply chain by 2050

Measures of success

We will deliver our Better Together strategic objectives through our supporting strategies and business planning processes. Our new performance framework will enable every member of staff to see how they are contributing.

Associated key performance indicators and targets will be agreed annually and monitored by our executive leadership team and our board on a monthly and quarterly basis. Our annual report and financial statements will report on our progress to residents and other external stakeholders.

Tenant Satisfaction Measures (TSMs)

From April 2023 all housing associations must collect and publish a range of comparable information. Some are measured by landlords directly and others are measured by landlords carrying out tenant perception surveys. The new TSMs will enable our residents to scrutinise our performance, as well as provide insight about where we can improve.

Residents feel safe in their home (including place)

Outcomes

- We meet all our compliance targets.
- Residents are supported with anti-social behaviour (ASB), with all ASB cases updated regularly until resolved.

Measures

- Residents are satisfied that the home is safe
- Gas/Fire/Asbestos/Water/Lift safety checks
- Residents are satisfied with the landlord's approach to handling ASB
- ASB cases relative to the size of the landlord
- Aggregate compliance measure
- ASB cases updated in last 10 working days

Residents feel like their 'house is a home'

Better connections

Outcomes

- All residents have choice and input into major changes such as planned and cyclical works to their home.
- Residents are enabled to have the freedom to make improvements to their homes, based on a new Resident Improvements Policy.
- New placemaking framework rolled out to our estates and neighbourhoods to support residents to shape and grow the communities they want.

Measures

- Number of estates placemaking framework rolled out to

Housing costs are fair, predictable and easy to pay

Better connections

Outcomes

- Residents have access to live information on rent and service charge costs for their property which will be transparent and offer value for money.
- Service charge estimates are issued to all residents where they apply to enable meaningful consultation.
- Service charge accounts are issued correctly and on time.

Measures

- Percentage of tenants consulted on service charge
- Percentage of accounts issued with S20b

We really listen to residents and act in response to that

Better connections

Outcomes

- We are available to our customers in a number of ways, including in person in their communities, and accessible digitally.
- All tenants have an annual visit.
- Our formal resident engagement channels are diverse and inclusive.
- We respond to complaints on time and develop better insight and learning.
- We increase resident satisfaction.

Measures

- Residents are satisfied that the landlord keeps tenants informed about things that matter to them
- Residents agree that the landlord treats tenants fairly and with respect
- Residents are satisfied that the landlord listens to tenant views and acts upon them
- Residents are satisfied with the landlord's approach to handling complaints
- Complaints relative to the size of the landlord
- Complaints responded to within Complaint Handling Code timescales
- Overall resident satisfaction
- Percentage of properties visited within the last 12 months
- Resident satisfaction with a service received

We fix problems well and fast

Better connections

Outcomes

- Through My Account, residents will see live progress of all repairs related to their home.
- We increase the number of repairs successfully completed first time.
- We reduce the number of duplicate repairs.
- We increase the number of standard and emergency repairs completed within target.
- We increase resident satisfaction with repairs.
- We improve how we deal with damp and mould.

Measures

- Residents are satisfied with time taken to complete most recent repair
- Repairs completed within target timescale
- Residents are satisfied with repairs
- First time fix
- Duplicate repairs
- Number of properties affected by damp and mould

We take care of the property and place, for today and the future

Better connections

Outcomes

- Estates have an estate management plan with effective local facilities and estate management, creating one high standard of service for mixed tenure communities.
- All annual property inspections are carried out with expertise, with proactive repairs carried out where needed.
- We stay on top of cyclical maintenance, be clear and open about what we will do, agreeing any changes together with residents.

Customers who love where they live and have pride in it

Better places

To create a sense of community

- New placemaking framework rolled out to our estates and neighbourhoods to support residents to shape and grow the communities they want.

Estates that meet our new standards

- We enhance biodiversity on all new developments.

Measures

- Residents are satisfied that the landlord makes a positive contribution to neighbourhoods
- Residents are satisfied that the landlord keeps communal areas clean and well maintained
- Number of estates placemaking framework rolled out to
- Biodiversity net gain on all new developments

Level-up our homes to an enhanced ReNew standard by 2030

Better homes

Outcomes

- Poorly performing properties are addressed by planned investment and retrofit programmes.
- All voids in London are upgraded to a ReNew standard.
- Residents living in poorly performing homes are offered a ReNew move.
- We reduce disrepair cases being managed.

Measures

- Residents are satisfied that the home is well maintained
- Homes that do not meet the Decent Home Standard
- Number of properties improved (planned programme)
- Number of properties improved to EPC C
- Percentage of properties meeting decent homes standard
- Number of properties let at Re:New standard
- Number of open pre-settlement disrepair cases

Harness and improve our data to ensure safety, compliance and sound decisions

Better homes

Outcomes

- We achieve near 100% data confidence.
- Our digital asset management solution optimises the systems we use.
- New technology is rolled out to enable components that self-monitor and self-report failure, improving customer experience and reducing disrepair.

Measures

- Number of stock condition surveys completed

Transfer or sell poorly performing homes

Better homes

Outcomes

- We transfer homes outside of London to another registered provider(s).
- We dispose of poorly performing properties as appropriate.
- We deliver sub-market rent homes in central London at the ReNew standard.
- We deliver new build homes to continue to raise the bar and replace any portfolio loss from disposals.

Measures

- New homes completed

Deliver improvements within the existing budget

Outcomes

- We fund the works set out without seeking additional budget while minimising the impact on our social housing cost-per-unit metric.



Enhance customer experience at every opportunity

Outcomes

- A performance culture is embedded and reflected by the achievement of our key performance indicator targets.



Better Together



Corporate strategy 2023-2026

