



Homes people love to live in

Our new corporate strategy
(2023-2030)



Introduction

As a housing association, we strongly believe in providing our customers with safe, high-quality homes and services that meet our core, charitable objectives.

In recent years, many people have been facing a 40-year high in the cost of living, mounting energy prices, and increasing health and safety concerns in and around their homes - all alongside the continued housing crisis, with more and more customers finding themselves priced out of the market.

As new leaders of this organisation, we came in to build on A2Dominion's 76-year legacy and core social purpose. Since joining, we've been pleased to see how hard working and dedicated our colleagues are and their commitment to providing good services to our customers.

Although we're pleased with the many benefits we provide for the most part, there are, sadly, far too many times where we get things wrong and we're determined to put this right.

We've been disappointed to see an increasing number of complaints from both customers and stakeholders, dissatisfaction with our performance on repairs and, whilst

we continue to be a financially strong organisation, pressures on our costs and profitability. A lot of hard work has already gone into identifying and rectifying where we've let people down, but we must go further to ensure these performance patterns don't happen in future.

For this reason we're introducing a brand-new Corporate Strategy, which sets out an improvement plan to help us reset and guide us through the changes we must make as an organisation.

We want to get closer to our core charitable purpose, proudly recognise our primary role as a housing association, and lay the right foundations to become a high performer that consistently delivers for customers.

Where we've made mistakes, we would like to openly and sincerely apologise on behalf of the Board and all our colleagues. We know our customers deserve much better and we're committed to getting things right going forwards.

So, overall, our new strategy is about getting back to our roots: being a trusted housing association that provides safe, high-quality homes and services, and working towards our new vision to **provide homes that people love to live in**.

To achieve all this, we will focus on providing good quality, well maintained social housing, and as many new social rented homes as we can.

None of these plans will be possible without the continued support of all our customers, employees, board, committees and partners - now and going forwards - for which we are most thankful.



Alan Collett
Chair



Ian Wardle
Chief Executive

How we got here

We are a housing association with a strong history going back eight decades, having **grown and diversified** to meet the **increasing needs of our customers**.

From our roots in social housing, we have expanded our activities to housebuilding and sales, specialist housing for those who need additional support, accommodation for key workers and students, as well as community services and projects. We have also extended our geographical reach, and have activities across London and southern England. We currently have over 70,000 customers in 38,000 homes and a business turnover of £460 million.

Our job - day in day out - is to work with people to find a home. Customers come from many different backgrounds and circumstances. Families, retired people, single people, single parent families, some of whom are experiencing difficult journeys through life - substance use disorders, mental illness, fleeing domestic abuse, homelessness. We need to be there for them in the ways they need us - the way we work matters.



Who we are

We are a housing association providing:

- Social and affordable housing
- Key worker, student, intermediate and homebuying offers to help people in different situations and life stages
- Community projects to help customers improve their health, wellbeing and finances, giving them more options and life chances
- Temporary and supported accommodation
- Market sale homes.

Our purpose

To be a trusted housing association providing safe, high quality homes and services.



Our customers need us to focus

Customers and their homes are at the heart of our purpose and our charitable objects. We face an urgent need to **ensure and maintain the safety and quality of our homes**, to provide our customers and regulators the assurance they need.

Our customers are feeling the pressures of fuel and cost of living increases, and many are struggling to afford rent, bills and food. Our social purpose means that our priority is providing homes to people who need them most, due to their financial, physical or other need, or because they are in key jobs that support their communities.

Using our customer insight and market research we have identified core customer segments where the need is greatest; we have identified the risks that these customers face and the ways they need us most:

Customers who need financial support to live in their homes through housing benefit, universal credit or from being allocated social or affordable housing

Customers whose homes are at risk through financial factors or through physical or environmental factors which make their homes unsuitable

Customers who are at personal risk through having a disability or who are at risk from others (domestic abuse or anti-social behaviour).



Over **4,000** working age single people live in our social housing homes... a high proportion are on benefits and many live with a disability.

Our customers need...

Better quality homes and places:

to minimise risks relating to health and safety, finances (affordability) and wellbeing. We need to achieve full compliance with the Home Standard and address priorities around building safety, energy efficiency, prevention of damp and mould, refuse and pest control and security.

Us to meet our service standards:

meeting and keeping our promises and commitments is vital, so that customers feel we are easy to deal with, address their concerns and put things right.

Supported housing and associated services:

to meet complex and growing need (for example an ageing population, more people living alone, increasing mental and physical health needs). Key services include specialist homes, adaptations in existing homes, plus support with financial wellbeing which has reached crisis point for many customers.

The ability to move to the right home:

as lack of options causes customers to stay put in unsuitable homes rather than risk the security of their rental.

The option to purchase:

with the right type of shared ownership to allow some customers to move out of rental and into home ownership.

More homes:

scarcity of social housing is putting our current customers and waiting list applicants at risk of overcrowding, unsuitable housing and associated problems (including damp and mould).



1,648 customers on our transfer list... with over 1,000 of these having an **urgent need** to move

1.2 million households waiting for social housing in the UK

280,000 in London
81,000 in our priority boroughs



48% of our **worst performing homes** (energy standards) are let to those on **low incomes**

We receive over **2,500 referral calls a year** to help customers manage their rent

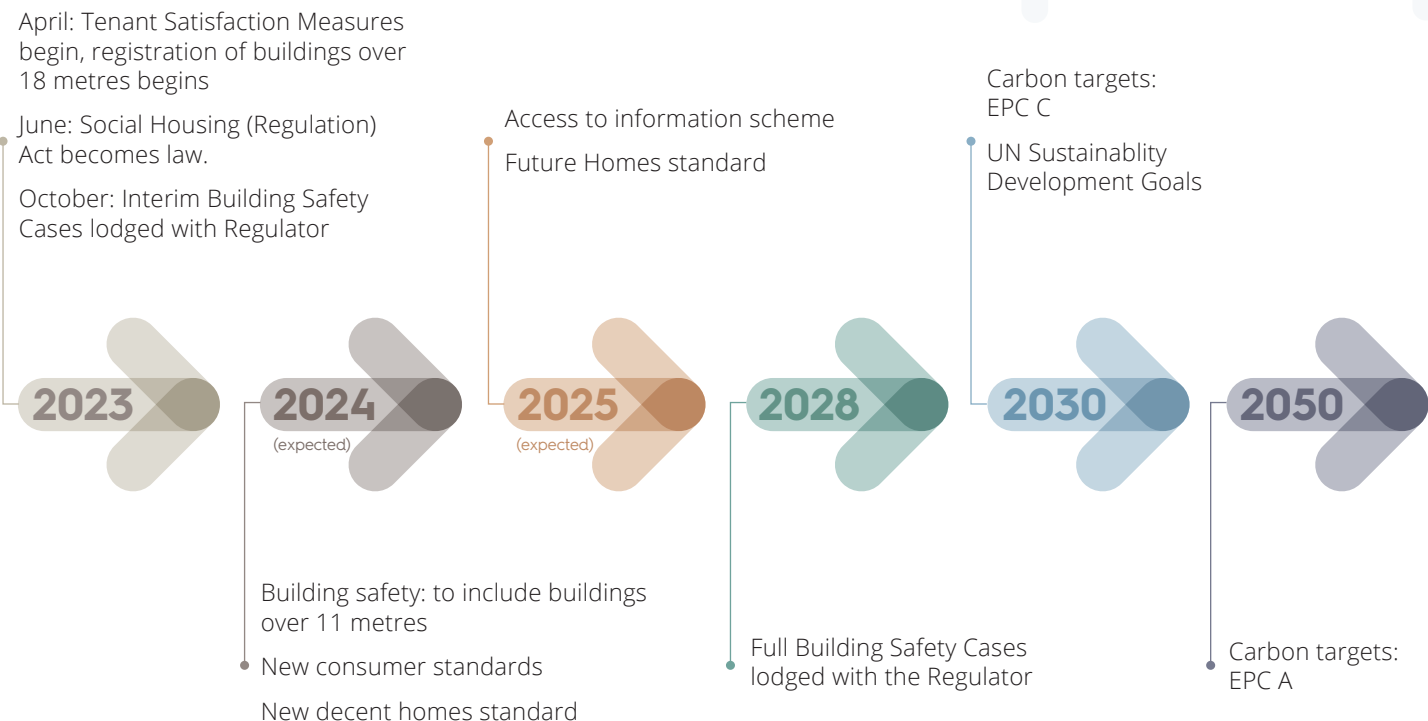
39% of our **new households** have **someone with a disability** living in them

Customer safety & customer voice

Above all else, **our customers want their homes to be safe and they want to be listened to** when it comes to the way we look after the homes they live in.

Doing the right thing by our customers must be our first priority and when we get this right, we will also meet and exceed compliance and regulatory standards.

Looking ahead, there are some key milestones where we need to get our homes, places, services and systems in the right shape, to provide clarity for regulators and confidence for customers in all we do.





Taking stock & taking shape

Over the past year, our Executive Management Team, Group Board and committees have stepped back to **look at our performance** as well as the **opportunities and threats** ahead. Through this, Board and committees have determined the way we need to **prioritise our activities and get in shape** for the next period.

The key principles from the Group Board strategy review are:

- To **focus on what's at our beating heart**, providing social, affordable homes and services that are aligned to our charitable objects
- Next, to **deliver services** that support our objects, for example our community investment work and specialist housing
- To **evaluate and change** the work that does not support our charitable objects but that costs us to deliver, to reduce the amount we do, or turn performance around so that is self-funding.



Our charitable objects:

Providing and managing housing, including social housing, and providing assistance to help people and associated facilities, amenities and services for those on low incomes or for the relief of elderly, or those at risk.

Engagement and consultation with colleagues has also informed our direction.

Colleagues have said we need to:

Get the basics right: with better information and oversight of our homes to manage and maintain condition

Put the customer first and listen more

Change our ways of working: improve our links and collaboration so that we don't pass problems on, but find ways to solve them quickly and effectively

Improve our clarity, order of priorities and roles – so that we are clear whose job is it, getting the roles right

Simplify and improve our systems and processes to enable our work

Remember that our people are our best asset, value and develop them.

Finally, we know from our experience and from what our customers and regulators are telling us, that we haven't always got things right. There are gaps between what customers expect and need, between the highest standards of quality that we strive for and what we have achieved. We need to refocus and improve, to provide the quality that we can be proud of and that our customers deserve. Our corporate strategy is built on a corporate improvement plan to improve the safety and quality of our homes, our responsiveness to customers and the effectiveness of our processes.



Strong colleague support for our new direction (4.3 out of 5)



We need to focus to be effective

In common with the whole housing and construction sector we face **significant operating challenges**, with reduced resources, higher operating costs, and scarcity of skills and supplies in key areas.

Our house building and sales have provided new affordable homes, as well as private sale homes to subsidise our social housing, but in recent years performance has been limited by higher costs, lower sales margins and a slowdown in construction.

The breadth of our activities, across different types of home, service and geography means our operation is complicated and costly and we are still some way from achieving the full benefits we are aiming for through our Fit for the Future business transformation programme. Our costs have been growing at a faster rate than our income and we need to reverse this trend to ensure our financial sustainability and resilience.

We have taken stock of our operating and financial performance, the urgent need to address safety and building quality issues and the needs of our core customers, informed by the direction of our Board and the opinions of our colleagues. We need to prioritise our activities, to get back to basics and to get them right.

This has informed our priorities for the next few years and our new corporate strategy:
homes people love to live in.

As part of the strategic review, our Group Board agreed the following prioritisation of our resources and effort:

1. Keeping customers and colleagues safe
2. Looking after homes to a high standard of repair, quality and performance
3. Service improvements, particularly in relation to repairs and complaints
4. With whatever is left, develop new homes for people who need them.



Our vision

homes people
love to live in

Our priorities

We have identified four priorities for our strategy, to meet the needs of our customers, to satisfy new and emerging regulatory requirements and to be an effective and sustainable organisation.

-  1 Homes and neighbourhoods that are safe, high quality and sustainable
-  2 Customer care: respond and resolve with respect
-  3 Development to meet housing needs
-  4 A strong, sustainable and effective organisation

Our core customers need...

- Better quality homes
- Reliable and consistent service
- Supported housing and associated services for growing needs
- Ability to move (and to unlock homes for others)
- Purchase options including shared ownership
- More homes: Larger homes in central London.



OUR VISION

Homes people love to live in

STRATEGIC OBJECTIVES



Homes and neighbourhoods that are safe, high quality and sustainable



Customer care: respond and resolve with respect



Development to meet housing needs



A strong, sustainable and effective organisation

OUR VALUES

Caring
by
nature

Working
better
together

Thinking
for
tomorrow

Priority 1



Homes and neighbourhoods that are safe, high quality & sustainable

The need

Keeping customers, colleagues and the organisation safe is at the forefront of everything we do. Our top priority is **making and keeping customers' homes safe**, particularly in relation to risks from fire, damp and mould. We will work to achieve **high standards of repair, regenerate our homes and estates** and continue to **improve sustainability** to support the environmental agenda and make homes **effective, efficient and cheaper** for customers to heat.

Our ambition

Our first duty is to ensure and maintain the safety and quality of our customers' homes. We know we have some way to go to meet the standards that our customers and regulators require from us, and we need to work hard to meet and maintain these through safety, regular investment and responsive repairs.

Our property estate is complex, having evolved over many years and so we need a way to get better and more consistent

asset information, with a stronger asset management and improvement regime. We will need to rethink our approach so we can meet regulatory requirements and build a closer relationship with our customers.

Environmental sustainability is a growing imperative – and we need to make our homes as energy efficient as possible, so they are affordable to heat and run, and to fulfil our commitment to sustainability targets.



Homes and neighbourhoods that are safe, high quality & sustainable

Our action

Over the strategy period **we will:**

- Carry out a responsive repairs improvement plan for a stronger process, so that customers get their repairs faster, fixed first time, with clearer information along the way
- Deliver our continuous programme of improving our stock, based on our assessment of what we need to invest and deliver to meet legal standards as well as our own commitments, so that our customers are safe and affordably warm
- Deliver planned and cyclical investment in homes, particularly kitchens, bathrooms and decoration to keep homes fresh and working well, complemented by an effective responsive repairs programme
- Remediate buildings with safety issues for example by replacing insulation and addressing defects or areas that present risk
- Complete our tall and complex buildings project to assess and improve the safety of our tallest buildings, as well as those that have complex challenges that may increase their risk profile
- Address disrepair, damp and mould across our stock where customers have raised issues and through proactive inspections and outreach

- Review and improve situations where we need to remove customers from their homes temporarily
- Introduce building safety gateways (stop/go decision points) at key stages of construction to ensure all new homes meet safety requirements on handover
- Meet sustainability and carbon targets for all our homes to make our homes more effective, cheaper to heat and compliant with new and emerging standards
- Deliver a refreshed customer communications plan to ensure we provide information, help and assurance about the safety and quality of customers' homes.
- Review and improve the way we manage lifts
- Reinvigorate our approach to anti-social behaviour problems, to accelerate our response, address the causes and take preventative action

To achieve this ambition we will:

- Improve and extend our inspections, information gathering, and assurance to give us a full picture of the condition of our homes to prioritise action
- Improve our asset data and systems to provide a full actionable view of the quality and effectiveness of customers' homes
- Ensure we are accountable, auditable and futureproof for regulatory policies/rules that we need to comply with, particularly around building and fire safety
- Update our safety management systems and improve our asset information
- Complete building safety cases and action plans for tall buildings to meet the requirements of the Building Safety Act, for buildings over 18 metres (and extending to those over 11 metres as and when the remit extends)
- Complete our stock rationalisation project to improve our effectiveness, stock quality and financial health



Homes and neighbourhoods that are safe, high quality & sustainable



KPIs & measurement

Our impact

We are committed to delivering the following outcomes:

- Our customers live in a safe home
- Our customers' homes and neighbourhoods are well maintained
- Our homes are energy efficient and affordable to run and maintain.

All indicators are Tenant Satisfaction Measures (TSMs) other than those marked *

** Pilot results are from a small sample undertaken during part of 2022/23. Targets for 2023/24 are informed by the pilot results as well as information provided from other housing association pilots. 2022/23 results are provisional.

Some of the TSMs are new or have a method that differs from our current similar measures. We will review during 2023/24 when we have more data to inform our targets and aim to achieve upper end of comparators by 2027/28.

Area	Measure	2022/23 provisional result	Target 2023/24
Strategic performance indicators	<ul style="list-style-type: none"> • Satisfaction that the home is safe • Satisfaction that the home is well-maintained • % of homes that do not meet the Decent Homes Standard • Satisfaction with communal areas • Satisfaction with the contribution that the landlord makes to the neighbourhood • Homes with an Energy Performance Certificate (EPC) rating of C and above 	63% pilot** 58% pilot 0.13% 56% pilot 43% pilot 81%	65% 58% 1% 56% 44% 83%
Supporting performance indicators	Safety <ul style="list-style-type: none"> • Combined landlord health and safety measures • Gas: % of homes that have had all the necessary gas safety checks • Fire: % of homes in buildings that have had all the necessary fire risk assessments • Asbestos: % of homes in buildings that have had all the necessary asbestos management surveys or re-inspections • Water: % of homes that have had all the necessary legionella risk assessments • Lifts: % of homes in buildings where the communal passenger lifts have had all the necessary safety checks • Electrical compliance: % of properties with a satisfactory Electrical Installation Certificate (EIC) < five years old High quality homes <ul style="list-style-type: none"> • Repairs attended within 24 hours (emergency) • Repairs right first time • Repairs end to end time (note change of method from median to mean) • Satisfaction with repairs service • Satisfaction with time to undertake repair • Void turnaround days* • Void loss Neighbourhoods <ul style="list-style-type: none"> • Number of anti-social behaviour (ASB) cases per 1,000 homes • Satisfaction with landlord's approach to ASB 	99.4% 99.7% 100% 97.9% 95.6% 93.2% 83.2% 86% average 70% 20 days 55% pilot 50% pilot 38 days New 19 40% pilot	Above threshold 100% 100% 100% 100% 100% 90% 88% 70% 15 days 55% 55% 30 days 1.4% 19 40%

Priority 2



Customer care: respond and resolve with respect

The need

We know that customers want and need **better information, stronger service delivery**, more **reliable responses** and they **want to be heard**. Our colleagues have identified this priority as the one where we need to make the most improvements.

This priority is all about **creating and maintaining strong relationships with customers**, evidenced by high satisfaction and achieved through operational excellence, clear and prompt responses to all requests and by ensuring a consistent level of service.

Our ambition

We will listen and understand and we will use our data and insight to drive improvements to what we do, especially for repairs, maintenance and leaseholder services. New housing management software will help us achieve zero repeats (meaning our customers do not experience the same problem twice) and we will promote self-serve via digital channels.

We will meet our own standards, and as a result will meet standards required from the regulators and Ombudsman. As part of this, customers will have stronger involvement in our work, better visibility of our performance,

clearer oversight of our achievements and a louder voice in what we do.

Across all our customer service we will improve our:



Customer care: respond and resolve with respect

Our action

To achieve this ambition we will introduce a customer transformation comprising:

- A new customer engagement framework to get more customers involved in the things that matter most to them and to make our services more accountable
- Update of our customer commitments and service standards to provide clarity on what customers can expect
- Introduce measurement and reporting for the new Tenant Satisfaction Measures and Consumer Standards, which will allow comparisons across housing associations and provide visibility for customers and the regulator around how we are performing and where we need to address lower areas of satisfaction
- Improve our complaints handling and response processes, so that we can resolve complaints sooner and more effectively, with a new customer scrutiny group to oversee our approach
- Provide a digital roadmap so that we can solve standard questions and transactions through digital means quickly and easily for customers, whilst allowing our telephone and in person responses to focus on more complex queries and to be there for customers who do not use digital channels
- Undertake focused work to improve the customer experience and service for leasehold customers, where satisfaction tends to be lower



Customer care: respond and resolve with respect



KPIs & measurement

Our impact

We are committed to delivering the following outcomes:

- Customers can easily access the services and information they need
- Customers are listened to and are treated fairly and with respect
- Customers trust that we do what we say we'll do.

Area	Measure	2022/23 provisional result	Target 2023/24
Strategic performance indicators	<ul style="list-style-type: none"> • Overall satisfaction • Satisfaction with the landlord's approach to dealing with complaints • Satisfaction that the landlord listens to customer views and acts on them 	63% pilot 38% pilot 49% pilot	63% 38% 49%
Supporting performance indicators	<p>Transparency</p> <ul style="list-style-type: none"> • Satisfaction that the landlord keeps customers informed about things that matter to them • % call centre enquiries resolved at first contact * • New home recommendation (customers moving into new homes)* <p>Engagement</p> <ul style="list-style-type: none"> • Agreement that the landlord treats customers fairly and with respect <p>Assurance and complaints</p> <ul style="list-style-type: none"> • Complaints responded to within complaint handling code timescales • Complaints (% of complaints escalated to the Ombudsman for investigation) • Complaints relative to the size of the landlord (per 1,000 homes) 	59% pilot New 91.1% 62% New 1.2% Stage 1: 111 rented homes, 79 owned. Stage 2: 6 rented, 8 owned	59% TBC 93% 63% 100% <1% Stage 1: 190, Stage 2: 14

All indicators are Tenant Satisfaction Measures other than those marked *
 Notes from page 13 also apply here.

Priority 3



Development to meet housing needs

The need

The UK is facing a housing shortage with particular **need for affordable and secure places to live**, especially in cities such as London.

Shelter England estimates that over **one million households are waiting for social homes** and that in 2021/22 while 21,600 social homes were sold or demolished, only 7,500 were built, a net loss of over 14,000 social homes.

Our ambition

Due to the pressing need for homes we want to deliver as many new or refurbished homes as we can, based on the resources we have available.

We will grow and diversify our housing offer to existing and new customers, and will build homes for social and private sale - with those for private sale generating cash to invest in more homes for affordable rent.

We will use our pipeline and strategic land bank to ensure we can grow our housing and placemaking offer and will increase our joint venture working. As we do this, we need to take into account sustainability and carbon

targets, as well as a challenging construction and housing market which has put pressure on our costs, build times and the profits we can achieve. We're looking at how we mitigate this by entering into longer term partnerships with contractors and developers to share opportunities, control costs, protect margins and minimise risks.

In the UK over the past decade there has been a **total net loss of**

165,000
social homes





Development to meet housing needs

Our action

To achieve this ambition **we will:**

- Deliver our existing build programme
- Create a refreshed investment strategy for land buying (short term and strategic land bank), development, regeneration and asset management across our business, responding to the housing need of our customers and stakeholders.
- This will consider the acceleration of the redevelopment/regeneration of homes and estates where they are not economically sustainable, considering investment needs and decarbonisation.
- By doing this, we will ensure we are delivering value for money and can invest wisely to improve customers' homes and the environment they live in. We will develop a biodiversity plan to embed biodiversity across all our development projects and fulfil environmental commitments.
- Investigate new ways of funding and building, including alternative sources of capital and modular and offsite manufacturing in construction



Our impact

We are committed to delivering the following outcomes:

- We develop the homes that people need, where they need them
- Our new homes are great quality, sustainable, safe and easy to maintain
- Our development programme is financially viable.



KPIs & measurement

Area	Measure	2022/23 provisional result	Target 2023/24
Strategic performance indicators	• Number of new homes handed over for rent/sale	745	719
	• Number of new homes to be delivered over a 24 month period	1,748	1,485
	• Net promoter score for new homes (shared ownership and private sale)*	38%	60%
	• Completed sales - No. & receipts against budget	Pending	268 units, £77.4m
Supporting performance indicators	• Average number of defects in new homes	6.7	<= 5
	• Joint venture (JV) sales profit	New	£4.4m
	• Average margin achieved from joint ventures	New	8.1%
	• Completed sales - overall private sales margin (incl JV) & own private sales margin	Pending	14.3%



A strong, sustainable and effective organisation



The need

Our history has been characterised by **growth and diversification**, which has been effected through **our talented and committed people**; our colleagues, partners, Board and committee members.

Our operation has become complex and **costs have been growing faster than our income** - we need to reverse this trend to ensure our financial future. With increasing regulation and risk in our sector, we need to **maintain and exceed governance, compliance and regulatory requirements** and in challenging times we need to attract and retain the best skills to fulfil our ambition for customers and their homes.

Our ambition

We will manage our cost base to sustain our service delivery and withstand external shocks. We will provide a value for money service, maximise our social impact and look at new income streams to grow our offer.

Our people are our most important asset, and we will create a working environment where it's easy for our colleagues to thrive and be their best at work, with equality, diversity and inclusion at the heart of all we do.

We will use benchmarking to understand potential to improve and business intelligence to target our resources.

Finally we take our responsibility seriously around our environmental impact and will improve our performance and reduce carbon emissions.



A strong, sustainable and effective organisation

Our action

To achieve this ambition we will:

- Update our target operating model to:
 - Provide clarity on our structure and processes
 - Ensure the right work is being undertaken in the right places, according to the right processes
 - Drive and embed organisational efficiency to manage down cost in proportion to our income
- Refresh our financial strategy
- Deliver phase 3 of our business transformation programme, Fit for the Future to provide a single version of the truth across our key data and to automate all routine customer transactions
- Continue our equality, diversity and inclusion (ED&I) plan to ensure that our customers, colleagues and suppliers embed and celebrate diversity, and inclusivity
- Undertake focused work on colleague wellbeing to improve resilience, particularly for those on the front line, using training, support and network groups
- Create a data roadmap for the data we collect and use to inform and improve performance
- Implement a carbon reduction plan and climate change impact assessment

Alongside this, we will continue our business as usual activities and continue to evolve new ways of working to keep pace with the expectations of our customers and our people through the continuous improvement of our systems and processes.

We will build a culture that reflects who we want to be and matches the need for pace, agility, true collaboration and working together. A culture based around anticipating the needs of our customers and meeting those needs, and creating an environment that celebrates our people being who they are, providing opportunities to thrive and to shine.



A strong, sustainable and effective organisation



KPIs & measurement

Our impact

We are committed to delivering the following outcomes:

- We have a sustainable and secure financial model
- Our people are our best asset and thrive
- We have strong governance and assurance, we do the right thing.

Area	Measure	2022/23 provisional result	Target 2023/24
Strategic performance indicators	• Rent arrears as a percentage of gross debt - all tenures	Pending	4.3%
	• Operating margin (regulator method)	Pending	15.7%
	• Operating margin (A2Dominion method)	Pending	20%
	• Adjusted budget surplus	Pending	£12.5m
	• Leverage	Pending	15.2 x
	• Colleague engagement	82%	82%
	• Social value	£11.2m	£12m
Supporting performance indicators	• Social housing cost per unit	Pending	£7,680
	• Social housing lettings margin	Pending	20.1%
	• Non-social housing lettings margin	Pending	57.9%
	• Efficiency delivered (quarterly)	Pending	£5.9m
	• Lettings interest cover	Pending	62%
	• Debt level below cap	Pending	£1.68m
	• Funding - covenant compliance - interest cover (homes/south)	Pending	141%/154%
	• Funding - covenant compliance - gearing (homes/south)	Pending	32%/36%
	• Colleague absence (average days per year)	6 days	6 days
	• Colleague turnover	13%	15%
	• ED&I ambition	New	TBC

How we'll organise ourselves to achieve our ambition

Achieving our ambition is dependent on a **shared commitment to the priorities** in this plan, so that we can focus and work effectively.

Customers are the reason we are here and our first priority is the safety and effectiveness of their homes. Our customers will have a high quality, consistent and responsive service from our frontline teams and the partners who supply services to them. By improving customer voice and representation in the way we manage homes and services, they can also play a part in overseeing our performance and directing what we do.

Frontline teams, including our customer contact centre, and repairs and maintenance teams are the key interface with our customers. Our subcontractors who are on the frontline are part of this group, and will work to the same priorities to ensure consistency of quality, service and communication.

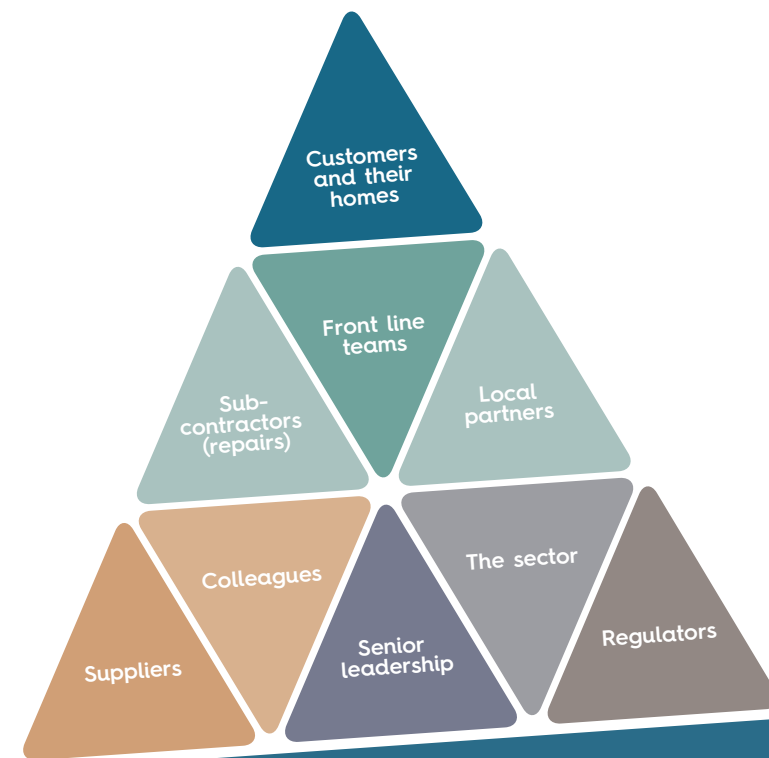
Our whole colleague base, whether close to the 'frontline' or in supporting teams, have the same priorities and the customer need at the heart of their work. Our high performing teams will provide

effective and consistent services in support of our priorities.

We will continue to work with **delivery partners in our communities** (including local authorities, community groups, the police and health services), to meet the challenges and needs at a local level and to deliver greater impact for our customers than we could do alone. Suppliers also work across our operation to provide materials and services in support of our work.

Our Group Board and committees provide oversight and direction for our strategy and its delivery.

We continue to work with **the regulator, sector and external funders** to understand and ensure compliance with relevant standards and funding needs, and to collaborate and share good practice.



Our values

🔥 Caring by nature

We put people at the heart of everything we do. We treat everyone as individuals and always seek to do the right thing.

🔥 Working better together

We collaborate, creating opportunities to innovate and improve. We empower people to achieve great results together and we take responsibility for our actions.

🔥 Thinking for tomorrow

We understand and anticipate people's long-term needs and expectations. We take care to manage the lasting impact we have on everything around us.

Our financial plan

As a charity, all our profits are reinvested back into our social purpose, which is to **provide homes and services for the people who need them most.**

This profit for a social purpose underpins our operation, although the current operating challenges have reduced surpluses available and require us to **rethink and refocus our financial plan.**

Our financial plan is designed to build and protect our financial resilience, with a longer term focus on financial improvement, providing funding for improved customer services, safe and sustainable homes and a development pipeline to provide more homes.

Short term

Invest in safety /basics and manage down cost base

Medium term

A more effective operation and business improvement

Longer term

Financial strength and more development



To achieve our financial plan, we will focus on:



Our plan is based on low/modest surpluses in the first years, as we invest to improve and manage down costs, increasing in the outer years of our strategy as we realise benefits – resulting in more resources to invest in development and social activities.

We also have a commitment to delivering value for money by maximising income, managing costs, effective asset management, and providing quality services to meet customer needs.

We are prioritising spend on repairing and maintaining our customers' homes, with over £700 million set aside over the next five years, including:

- Over £140 million on fire safety remedial works
- Over £210 million on sustainability and thermal improvement work programmes, making homes more effective and cheaper to keep warm
- Over £100 million on planned and cyclical maintenance, bathrooms and kitchens.

We've set aside over **£700 million** over the next 5 years to repair and maintain our homes



How we'll know we've got there

Achieving our ambition is of **importance to all our stakeholders** and we need to measure what matters so that we:

Have better understanding of our performance and take action to change our approaches where we are underperforming or where the market changes

Provide transparent and comparable information to our customers, regulators and other stakeholders, to provide confidence and clarity around what we're doing

Enable everyone working with us and for us to understand what we are aiming for and how we are progressing towards our ambition

Have consistency across our data sets, so we have one version of the truth about how our homes are performing, how our customers feel we are doing and how we are managing our resources.

We are refreshing our measurement and reporting with a particular emphasis on:

Customer insights and Tenant Satisfaction

Measures: adjusting and adapting our insights to meet the new standards and provide customers with a clearer view on our performance. This will also enable regulators to have a more meaningful look across our work compared with the sector norm.

Asset data: so that we have better visibility of how our homes are performing, where there are issues to address, including problems in properties such as damp and mould, as well as energy efficiency, state of repair, safety records and customer concerns.

Measurement and reporting: with a read through from operational data used on a day-to-day basis, to our strategic objectives overseen by our Executive Teams and Group Board, all the way to our customers and key stakeholders (funders, regulators and other partners).



Our balanced scorecard will be designed around **our four priorities** as set out below...



Homes and neighbourhoods that are safe, high quality & sustainable

- Our customers live in a safe home
- Our customers' homes and neighbourhoods are well maintained
- Our homes are energy efficient and affordable to run and maintain



Customer care: respond and resolve with respect

- Customers can easily access the services and information they need
- Customers are listened to and are treated fairly and with respect
- Customers trust that we do what we say we'll do



Homes people love to live in



Development to meet housing needs

- We develop the homes that people need, where they need them
- Our new homes are great quality, sustainable and safe and easy to maintain
- Our development programme is financially viable



A strong, sustainable and effective organisation

- We have a sustainable and secure financial model
- Our people are our best asset and thrive
- We have strong governance and assurance, we do the right thing

This strategy has been created in consultation and partnership with customers, colleagues, local partners, Group Board and committees.

Our leadership team

Our Board and senior leadership team have **committed to owning and supporting the delivery of this strategy.**

Group Board



Alan Collett
Chair



Rachel Bowden



Ozzie Clarke-Binns



Andrew Kirkman



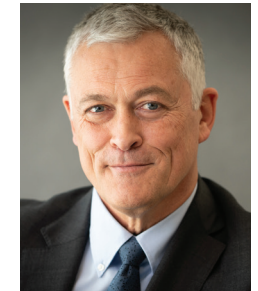
Alex Roth



Caroline Tiller



Nigel Turner



Peter Walker



Ian Wardle
Chief Executive



Dennis Watson



Louise Wilson

Our leadership team

Executive Officers



Ian Wardle
Group Chief Executive



Tracey Barnes,
Executive Director
(Central &
Financial Services)



Andrew Boyes
Executive Director
(Change & IT)



Nick Hutchings
Executive Director
(Managing Director,
Commercial)




Michael Reece
Executive Director
(Operations)



Dean Tufts
Executive Director
(Finance & Strategy)



Appendices

 Homes and neighbourhoods that are safe, high quality and sustainable					
	2023/24	2024/25	2025/26	2026/27	2027/28
Responsive repairs improvement plan					
Continuous programme of maintaining and improving homes					
Planned and cyclical investment in homes					
Remediate buildings with safety issues (fire and other risks)					
Complete tall and complex buildings project					
Improve asset information and systems on our stock condition					
Anticipate and meet regulatory requirements, particularly safety					
Update safety management systems and inspections					
Complex buildings project					
Complete building safety cases & action plans for tall buildings					
Address disrepair, damp and mould					
Strengthen and improve our decant management					
Introduce building safety gateways at key stages of construction					
Meet sustainability and carbon targets for all homes					
Refresh our customer communications plan for safety					
Review and improve the way we manage lifts					
Reinvigorate our approach to anti-social behaviour					
Complete stock rationalisation project					

Appendices



Customer care: respond and resolve with respect

2023/24

2024/25

2025/26

2026/27

2027/28

Customer engagement framework

Update customer commitments & service standards

Measurement & reporting for Tenant Satisfaction Measures and Consumer Standards

Improve complaints handling and response process

Digital road map to make standard questions & transactions easier

Improve experience and service for leasehold customers



Development to meet housing need

2023/24

2024/25

2025/26

2026/27

2027/28

Deliver the development programme

Refreshed investment strategy for land buying, regeneration and asset management, including regeneration, decarbonization and biodiversity

Investigate new ways of funding and building

Appendices



A strong, effective and sustainable organisation

2023/24

2024/25

2025/26

2026/27

2027/28

Update target operating model

Refresh our financial strategy

Deliver phase 3 of our business transformation programme (Fit for the Future)

Continue our equality, diversity & inclusion plan

Focused work on colleague wellbeing

Data road map: to inform and improve performance

Carbon reduction plan & climate change impact assessment

Purchase to pay review to improve procurement

Paddington office space consolidation



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