

Strategy: our 3-year plan to deliver our vision



Socially responsible:

providing safe, secure homes in a way that's environmentally sustainable. Investing in housing for those who cannot access the private market. Exploring strategic partnerships and growth opportunities to enable us to add value and protect homes for local communities.



- ▶ Build as many new, sustainable homes as we can, focusing on local peoples' needs and affordability.
- ▶ Invest in our existing homes so that they meet the decent homes and energy standards.
- ▶ Keep customers and their homes safe by meeting building safety regulations and statutory measures in property compliance.
- ▶ Deliver our regeneration programme so that these sites contribute as much as possible to meeting housing needs in local areas.
- ▶ Explore opportunities to expand our social impact through strategic partnerships, acquisitions, or teaming up with other housing providers to protect homes and communities.
- ▶ Sustain long-term financial stability and high standards of governance to safeguard the social benefit we deliver for future generations.

High-performing:

delivering efficient, reliable services. A proactively managed, commercially astute business, which maximises value and reduces waste. A reputation for knowing our stuff and making it happen.



- ▶ Improve our repairs service and deliver our housing and estate management services to upper quartile performance for London-based organisations.
- ▶ Implement high quality case management to provide a better customer experience and reduce service failure.
- ▶ Maximise income and housing supply by reducing the time homes are empty.
- ▶ Provide customers with easier, more accessible services, and reduce waste, by evolving our technology and data to expand online services and shift to predictive asset and repair management.
- ▶ Understand and manage our assets to maximise value for money and social impact.
- ▶ Resolve complaints and disrepair claims efficiently and effectively to minimise impact on customers and cost to the organisation.

Community-connected:

strongly connected to communities, whether local, or through a common purpose. A positive presence working with similar-minded organisations. Understanding our customers, their individual and collective needs, and using our influence to voice their priorities.



- ▶ Be a visible presence in our communities, building positive relationships with customers, local stakeholders and organisations.
- ▶ Develop our data and insight capabilities so we have a clear understanding of customer and neighbourhood needs and vulnerabilities, in order to sustain tenancies.
- ▶ Explore partnerships with organisations where together, we can deliver more value in our communities, than we could on our own.
- ▶ Optimise external communication to increase transparency, regain trust and build influence so we can be an advocate of customers' priorities.
- ▶ Provide employment, apprenticeship and training opportunities for people living in our communities.

Values-based:

guided by our values in our decision-making. Working with customers to deliver outcomes which matter. Creating an environment where talented people who care can make a difference. An ethical and inclusive organisation which people love working with and for.



- ▶ Work in partnership with customers through engagement activities to deliver outcomes which matter.
- ▶ Promote and protect an ethical and inclusive culture in which colleagues can be the best version of themselves and customers feel valued.
- ▶ Create and sustain an inspiring place to work, with leading employment practices which attract and retain talented people.
- ▶ Embed our values so that they are the DNA of the organisation and evident in our actions and decisions.
- ▶ Deliver skills and career development programmes which meet professional and legislative standards and have a long-lasting impact.