



# Our vision for the future.

The SNG Corporate Plan  
2023-26



# Who we are.

**SNG own 84,000  
homes and provide  
services to 210,000  
customers across  
London and the  
South of England.**

## Our Corporate Plan.

**This new corporate plan for SNG (Sovereign Network Group) sets out our purpose and vision - how we will deliver for our current and future customers.**

We have long-term goals, but we need to be focussed over the next three years if we are to make steady progress towards them. By taking the right decisions now, we can ensure we have the greatest positive impact over the next thirty years.

This plan will ensure we keep our focus on the future and on our corporate objectives as we merge. But it is a signpost, not a finishing post. We will continue to revise our strategy as we complete the work of bringing our two organisations together.

Above all, this plan shows the scale of our ambitions, how we can achieve them and the benefits to our customers, as we aim for thriving communities, over generations.

# Why we've joined together.

## Sovereign and Network Homes were both strong, well-run and successful housing associations, but together we are much more.

**As SNG we are stronger, more resilient, and better able to tackle the key challenges facing our customers, our business, and the sector, including:**

- Rising costs and a challenging economic environment, affecting our ability to deliver our services and invest in new and existing homes.
- Demand for affordable housing is significantly outstripping supply, deepening the housing crisis. For example, the number of children living in temporary accommodation is currently at a record high.
- Ensuring our homes are of a high quality, environmentally sustainable and truly affordable for our customers to live in.

- New consumer regulations from the Regulator of Social Housing which place higher expectations on the level of service delivered and the quality of homes required.
- Rising inequalities impacting the people living in the communities where we operate.
- Increasing external threats in areas such as cyber security, necessitating the better use of real-time data to manage risks and reduce their frequency and impact.

We will use our combined strength as a catalyst to meet these challenges and manage our risks with a renewed sense of purpose.

Together we will build more quality homes than we could alone, do more to increase the quality of our existing homes, deliver better services, and invest more in our communities, so our customers can thrive now and across future generations.



# Our purpose.

We provide good, affordable homes: the foundation for a better life.



# Our vision.

Thriving communities, over generations.



We want everyone who works at SNG to understand and share our purpose and vision, because only our colleagues can make that vision a reality.



# Our customers.

**Most of our 210,000 customers rent their homes from us, and we also provide services to shared owners and leaseholders who live in 20% of our homes.**

We work with residents in our communities and provide extra support to those with additional needs, for example through Housing First.

Our customers come from a range of backgrounds, with diverse life experiences and different and unique aspirations. We will be culturally sensitive and aware of the different needs of our customers, ensuring our services are inclusive and accessible to everyone.

We have customers of all ages, but our customer population is ageing, and nearly a quarter of our customers are over 65 years old. As our customers get older, with increasing numbers over 80, we will see an more customers suffering with vulnerabilities. These include health conditions that are more prevalent in old age such as dementia and loneliness.

We recognise that our customers are often more vulnerable than the general population. Vulnerability can include factors such as previously being homeless or in temporary accommodation, facing social or economic challenges or having a disability. The latest English Housing Survey (2021-22) found that 54% of social rented households have at

least one household member with a long-term disability, and 8% of social renters have experienced homelessness. Almost half (47%) of social renters were also in the lowest income quintile, the equivalent of 1.9 million households.

Our customers are still facing a cost-of-living crisis and some struggle to balance paying their rents and service charges with other bills.

We are increasingly focused on providing services that are adaptable for customers with different needs, so we are easy to do business with. By providing digital services our customers want, we will be more efficient and effective to provide more tailored, personal and complex services.

It's also of fundamental importance that we provide properties to our future customers that cost as little to heat as possible, in pleasant neighbourhoods, which are robust in a changing environment. This is why we are investing over the long term to bring all homes up to our Home and Place Standard.

We are committed to strengthening our customers' trust in us, demonstrating that we understand changing expectations. We want to make interactions between us and our customers easier. We want to improve communications and to be more transparent - especially when we get things wrong.

# Our homes.

**We own and manage over 84,000 homes across the South of England, giving us breadth and resilience as a housing provider.**

Our homes are evenly split between houses and flats; we have experience of managing high rise buildings in urban environments in big cities like London and Bristol, through to homes in small rural communities. Over half of our social rented homes have been built since 1980.

Our customers live in 91 local authority areas across the South of England, including London. We have the biggest concentrations living in Dorset, Bournemouth, Christchurch & Poole, East Hertfordshire, Brent, Basingstoke & Deane, West Berkshire and the Vale of White Horse. This gives us the scale to seek opportunities, but the concentration to remain efficient and locally responsive.

Although we provide a wide range of homes to meet customer needs, there is a common thread in that we aim to make them affordable to live in.

Over two thirds of our rented homes have an EPC rating of C or above and we are investing in increasing this to 100% by 2035, reducing the cost of heating and living in them. We charge rents below the Local Housing Allowance (LHA) for similarly sized homes in the vast majority of cases.

Our financial strength, focus on scale and quality, and long-term commitment to developing thriving communities will enable us to meet housing need, regenerate places and build on existing strengths in communities. We will enable investment of £100 million over ten years through a new community foundation which will enable customers to have more say in their communities. We invest for the long-term - investing in individual homes and customers, as well as working with partners making a lasting difference in their neighbourhoods.


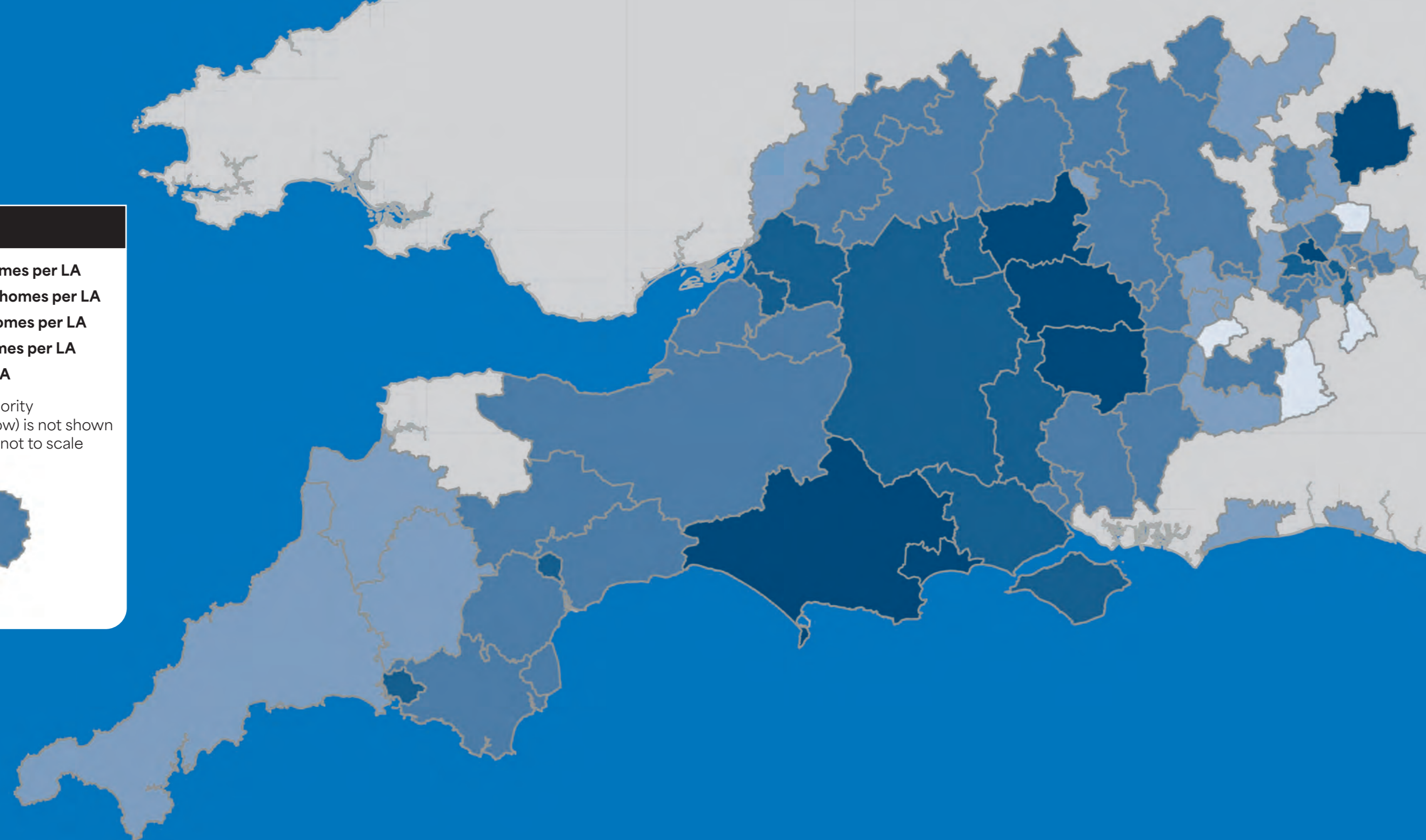
SNG LA heat map:  
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**Key**

- Over 4000 homes per LA
- 1000 to 4000 homes per LA
- 100 to 1000 homes per LA
- Under 100 homes per LA
- No homes in LA

LA = local authority  
Leicester (below) is not shown on map and is not to scale

# Our goals.

## We have five key goals that will deliver our overall vision.

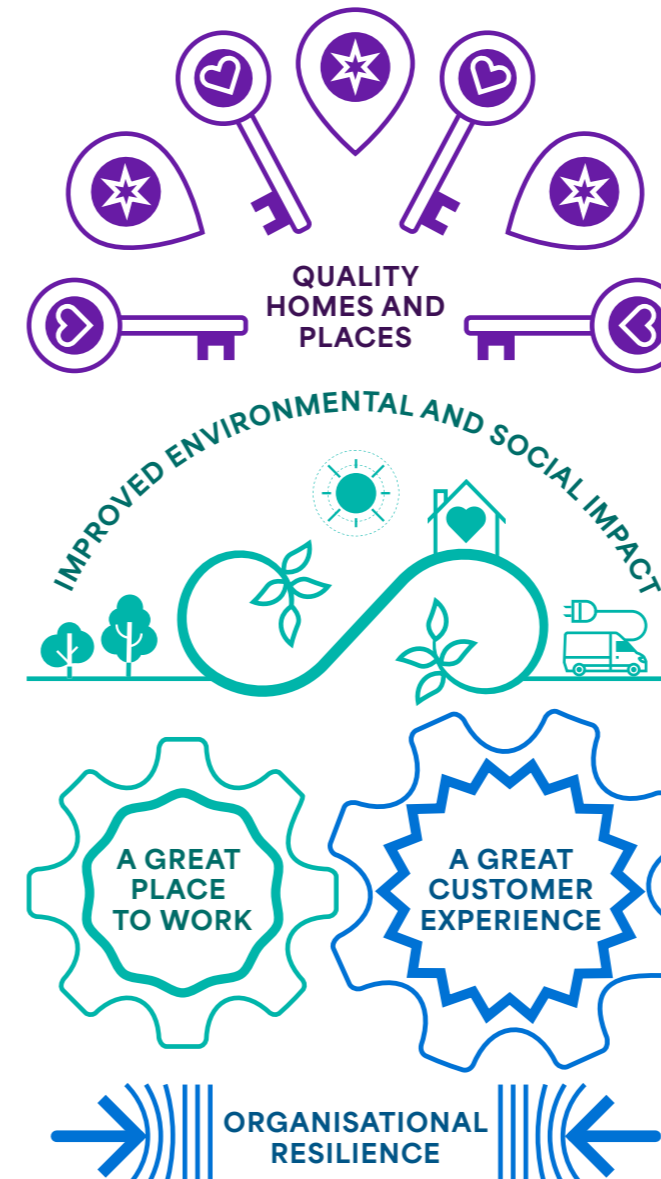
These set out what we're looking to achieve in the long-term, describing what will look and feel different because of our Corporate Plan. We've also set out our objectives, which define what we're focusing on and why in the next few years so that we achieve our goals.

They've been developed to tackle the biggest challenges and opportunities we are facing at SNG.

### Our purpose

We provide good, affordable homes: the foundation for a better life.

### Our goals



### Our vision

Thriving communities, over generations.



#### Quality homes and places

Ensuring customers' homes are fit for the future



#### Improved environmental and social impact

Sustaining stronger and more adaptable communities



#### A great place to work

Increasing colleague engagement, enabling a great customer experience



#### A great customer experience

Increasing customer satisfaction



#### Organisational resilience

Establishing strong foundations, delivering more value to customers

# Quality homes and places.

## Key challenges and opportunities

The number of people in need of a quality affordable home continues to grow, at the same time our ageing stock profile and the cost-of-living crisis drives a greater emphasis on improving our customers' homes. Unless the underlying condition of homes is put right, the need for ever more repairs and more voids will impair customer satisfaction, our reputation, our ability to attract funding and ultimately our financial capacity and viability. Expectations of what 'good' quality means are also shifting. The drive for zero carbon adds costs and, like many others, we are facing market volatility as well as material, labour and skill shortages.

Our Strategic Asset Management approach means we take a long-term view to bring up the overall quality of all our homes. Our combined people and financial capacity enable us to grow the

number of quality homes we offer to meet demand, while ensuring that we address the underlying issues with our existing homes. Coming together will increase our ability to develop key strategic sites and undertake focused regeneration schemes. We will bring together the insights and practice of Sovereign's Homes and Place Standard, with Network Homes' knowledge of the development and management of high density, complex buildings and neighbourhoods. Our spread of markets and products supports a flexible and balanced development programme, so we can manage our risk. Our greater presence also provides the opportunity for closer relationships with funding bodies, developers and investors, to deliver more quality homes and places.

## Our goal for 2026

- More customers live in quality affordable homes and places, because of our Strategic Asset Management approach focussed on regeneration, re-development, disposal and replacement. By 2050 all of our customers' homes will be fit for the future and environmentally sustainable. It will be more affordable for customers to keep their homes warm, improving their health and wellbeing.
- 25,000 new homes will be developed over the next ten years, of which more than 50% will be affordable/ social rent. Our growth has delivered more quality homes, as all new homes have achieved 'Very Good' status, as measured through our Homes and Place Standard.
- Our approach to ensuring quality is enabled by our comprehensive understanding of homes, as well as our focus on larger strategic sites, and stronger partnerships with key stakeholders. This includes Homes England and the Greater London Authority (GLA).

## Our key objectives

- Increase the quality of our homes, by adapting and improving our Homes and Place Standard, as well as our designs and specifications for new homes. We will assess all homes against our Homes and Place Standard.
- Deploy our Strategic Asset Management approach using the insights gained from applying our Homes and Place Standard. We will develop more new homes, and improve, retrofit or regenerate existing ones. Customers' homes will be warmer, more affordable, and energy efficient. When we need to dispose of our poorest performing homes, we will ensure that we replace them in the same area, where possible.
- Fundamentally improve the information we hold on all homes to create a comprehensive understanding of their condition and performance. We will use our improved information and technology to focus on actions that improve our customers' safety and wellbeing.



# Improved environmental and social impact.

## Key challenges and opportunities

We face a generational challenge to tackle climate change by reducing carbon emissions as we invest in building safety and maintain our homes. Because we are committed to investing for the long term, our customers can hope to live in warmer, safer and more affordable homes which promote their health and wellbeing.

Our customers face rising living costs and we will do more to support them in their communities. Our approach to community investment, including a new Community Foundation, will help us to meet the needs of our different communities, helping our customers to thrive.



## Our goal for 2026

- While our top priority is to offer quality homes and services, our customers also have the opportunity to be part of strong and adaptable communities. We partner with these communities, building on their strengths, so customers can enhance their own lives.
- Our size, skills, and research has been harnessed to deliver creative solutions for customers and their communities. These solutions have enabled us to shape national and regional housing strategies where they benefit customers and us. Our innovation is based on real data, not just stories, so we manage our risks while delivering positive outcomes for customers.
- Our homes are healthier, warmer, and cheaper to heat, making a real difference in tackling climate change and achieving our goal of all homes at EPC C by 2035. The greater scale of our development and regeneration means that we also play a bigger role in the longer-term success of our customers' communities. We have also reduced the impact of the organisation's operations on the environment.

## Our key objectives

- Establish our community foundation, enabling the investment of up to £100m over 10 years. We will improve what we provide to support strong and adaptable communities, building on existing strengths and talents. We connect colleagues across the organisation to the Community Foundation and our wider social impact, so they gain pride from our community work and better understand our organisation and customers.
- Extend our influence, using evidence gained from customers, research and innovative solutions to inspire change across the sector in areas such as rent settlement, Homes and Place Standard and retrofit developments.
- Develop a meaningful, measurable and holistic approach to environmental, social and governance (ESG) issues that delivers tangible results and engages customers in the process.
- Seek ways to reduce our carbon footprint and protect the environment, including prevention of pollution and efficient use of organisational resources.

## Key challenges and opportunities

Customer expectations are rising, with understandable demands for ease and convenience, reliability and responsiveness of our services. Housing associations are also facing increased scrutiny in how they listen to, and more importantly respond to, their customers with changing regulation and pressure from social media. This is combined with an environment where service delivery, particularly for repairs and maintenance, is extremely challenging due to rising costs and disruption in our supply chains.

Our scale and the expertise of our people mean that we can bring our influence and resources together to provide services that are designed in collaboration with our customers – focusing our efforts where they will make the most impact. We can invest in improved services, making them easier to access, whether through digital channels or on a local, face to face basis as needed.

## Our goal for 2026

- We know our customers well and our services are delivered well and are adaptable, so we can support customers with different needs.
- We listen to what our customers tell us, seek different ways to hear their views, and put them at the centre of our decision making.
- Customers find it simple to engage with us and get the solution they need. We have built their trust by being open and transparent about what they can expect from us and by doing as we say.

# A great customer experience.

## Our key objectives

- Work with our customers to deliver great services and make sure that their experiences with us are clear, helpful and adapted to meet different needs and vulnerabilities.
- Build more trust from customers by listening to them, being open about how we work, and showing that we care. We'll use what customers tell us to change how we communicate and engage with them.
- Expand and improve our digital channels and services for those services where it is appropriate so that it is easier to get a resolution to their enquiry, providing digital support where needed.

“ This is the foundation of our new lives, where we have a home that we can make our own. It reassures me that I can hopefully build something for my son.

Sidrah  
SNG customer



# A great place to work.



## Key challenges and opportunities

To deliver for our customers we must retain and attract the best people in a challenging and changing market. We must compete for talent, especially in specialist roles and where there are labour shortages, such as in repairs and maintenance.

We will focus on what matters most to our colleagues, creating a great place to work by improving employee engagement and our approach to equality, diversity and inclusion. SNG's size and geography mean we can recruit more widely and deploy specialists where needed.

## Our goal for 2026

- SNG is a great place to work enabled by our people's commitment to making a difference to our customers.
- Colleagues are motivated and engaged, because of a culture built on trust, transparency, and inclusion.
- We trust our people to make the right decisions, so it is easier for them to deliver a great experience for our customers and each other. Colleagues can improve our performance through their own actions and greater collaboration.
- Transparent communications and leadership will increase trust, as we do as we say.
- Our people are more confident to speak up and challenge; we are inclusive, listening and learning from all colleagues fostering a culture of continuous improvement.
- Our more inclusive culture strengthens our approach to equality and diversity. Diversity in our workforce improves the quality of service we deliver our customers.
- We have a positive safety culture, ensuring everyone is safe and well.

## Our key objectives

- Leaders and colleagues instill trust, transparency and wellbeing in their teams. We prioritise diversity and inclusivity.
- We lead by example, to encourage higher health and safety standards within SNG and across social housing.
- Clarify our commitments to employees, our values and employer branding to better attract, retain and engage our people in a challenging market.
- Improve our colleague experience, and create enhanced development opportunities, so more colleagues are engaged and can reach their full potential.
- Create an environment where it is safe to speak up, as well as identify and address the root causes of underrepresentation.



# Organisational resilience.

## Key challenges and opportunities

The challenging economic climate puts at risk our ability to build, invest and borrow. SNG will use our combined strength to spread that risk and reduce our exposure with a larger portfolio. We can use our bigger funding stream and asset base as leverage when seeking funding, including attracting alternative forms of finance.

Mergers in our sector don't always invest enough in integration, creating challenges with data, systems and processes and making it harder for people to do their jobs well. We will use the merger to accelerate our transformation programmes, using our scale to invest in the right processes, skills, technology and data to make it easier for our colleagues to deliver for our customers.

## Our goal for 2026

- Our combined strength creates greater resilience against any future challenges, so we can continue to deliver for future generations.
- Improvements to our data, technology, processes, skills, and capabilities ensure we focus our efforts on delivering the most value for our customers.
- SNG is more efficient, creating more value for customers because our people find it easier to perform their roles, and value for money is embedded in our day-to-day decision making.
- Our focus on efficiency is balanced by sufficient capacity and specialist knowledge to deal effectively with the unexpected, reducing our reliance on external expertise.

## Our key objectives

- Retain a strong long-term credit rating and establish alternative funding models. This, coupled with our Strategic Asset Management approach, will ensure we maximise available capital, strengthen our balance sheet and reduce our liabilities. As a result, we can invest more into homes and communities.
- Create a stronger focus on value for money in all the decisions we make, to deliver more value for our customers. We will be more effective in controlling our costs and create greater resilience in our service provision.
- Mitigate key risks and enable data-driven decision making by developing robust frameworks for business continuity and information management. Defend against cyber-attack and deploy a comprehensive approach to data quality and governance.
- Design and deliver an effective operating model which takes into account our business capabilities, skills, processes, data and technology. Ready the business for future challenges, so that colleagues can thrive in their jobs and deliver for our customers.

# How we'll measure success.

We've identified key performance metrics to help us measure performance and track progress against our strategic objectives.

We'll modify and improve our measures as we align our reporting and data collection.

We report on these measures to our Executive Board and Board, alongside progress updates against our execution plan. We will keep colleagues informed of our performance and their role in achieving our objectives.

Goals	Measures of success
<b>Quality homes and places</b>	<ul style="list-style-type: none"> <li>• Number of new homes handed over</li> <li>• Our development pipeline</li> <li>• Average Homes &amp; Place Score for new homes</li> <li>• % of core homes aged less than 30 years old</li> <li>• Number of disposals and replacement of homes</li> <li>• Comprehensive asset data (measure to be developed)</li> </ul>
<b>Improved environmental &amp; social impact</b>	<ul style="list-style-type: none"> <li>• Average Standard Assessment Procedure (SAP) rating</li> <li>• Operational carbon emissions for new homes</li> <li>• Social value (measure to be developed)</li> <li>• Influencing, community impact, and innovation (measures to be developed)</li> </ul>
<b>A great customer experience</b>	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Ease of repairs</li> <li>• Customer trust</li> <li>• Health and safety compliance</li> <li>• Digital experience (to be developed)</li> </ul>
<b>A great place to work</b>	<ul style="list-style-type: none"> <li>• People safety</li> <li>• Employee absence</li> <li>• Voluntary turnover</li> <li>• Colleague engagement</li> <li>• EDI/ Psychological safety</li> <li>• Merger success (measure to be developed)</li> </ul>
<b>Organisational resilience</b>	<ul style="list-style-type: none"> <li>• EBITDA-MRI</li> <li>• Operating margin</li> <li>• Cost per unit</li> <li>• Central overheads as a %</li> <li>• Improved capability (measure to be developed)</li> </ul>



# Our high-level delivery plan.

We will continue to adapt and enhance our delivery plan, bringing together insights from across the business as we set out our roadmap for the next three years and beyond. As we rollout integration we will remain resolutely focused on the strategic objectives set out in this plan.

Goals	Key activities
<b>Quality homes and places</b>	<ul style="list-style-type: none"> <li>• Embed and deliver against our strategic asset management strategy in terms of regeneration, replacement and improvement of homes.</li> <li>• Apply our Homes and Place Standard to all new homes and neighbourhoods and Asset Grade all properties to inform our Investment Strategy.</li> <li>• Improve how we gather, share and store data on our homes to create a Single View of Assets. This will inform our investment in existing homes, our designs and construction of new Building Information Modelling projects.</li> <li>• Deliver new quality homes to meet housing need.</li> <li>• Identify the priority local authorities to partner with on strategic asset management, regeneration and development.</li> <li>• Deliver our Social Housing Decarbonisation Funding (SHDF) programmes.</li> </ul>
<b>Improved environmental &amp; social impact</b>	<ul style="list-style-type: none"> <li>• Create the SNG sustainability strategy, covering all aspects of our organisation.</li> <li>• Establish the SNG community foundation.</li> <li>• Create early and ongoing opportunities for colleagues to connect to the work of our Community Foundation and community investment.</li> <li>• Develop an approach to research and innovation, clarifying appetite and areas of focus that reinforce our purpose and objectives.</li> <li>• Deliver effective stakeholder engagement at a national, regional and local level in support of our purpose and corporate objectives.</li> <li>• Develop a single robust ESG framework and impact measurement methodology.</li> </ul>
<b>A great customer experience</b>	<ul style="list-style-type: none"> <li>• Develop and implement our customer engagement model, including maturing our approach to customer insight, developing and implementing a new resident involvement structure, and defining our Customer Value Propositions across all key customer journeys.</li> <li>• Define and implement our customer strategy.</li> <li>• Develop and implement our delivery model for customer services.</li> <li>• Define and implement our customer contact channel strategy, to improve customer satisfaction by providing greater choice and flexibility.</li> <li>• Improve and adapt our services, informed by our customer segmentation model and focusing on the things that matter most to customers, like repairs.</li> </ul>

Goals	Key activities
<b>A great place to work</b>	<ul style="list-style-type: none"> <li>• Establish and deliver our Employee Value Proposition (EVP), bringing this together with our Customer Value Propositions to ensure alignment.</li> <li>• Develop and implement a culture programme, including a set of core values that resonates with colleagues.</li> <li>• Create an approach to leadership &amp; development that delivers our desired culture and EVP.</li> <li>• Establish and deliver improvements to increase employee health, safety and wellbeing.</li> <li>• Create and deliver our Equality, Diversity and Inclusion Strategy and initiatives to improve psychological safety.</li> </ul>
<b>Organisational resilience</b>	<ul style="list-style-type: none"> <li>• Create and deliver an enhanced approach to Value for Money, clarifying our definitions and framework for SNG, so we can measure success.</li> <li>• Appraise and deliver financing opportunities for our investment requirements.</li> <li>• Establish and implement frameworks for risk management, assurance, business continuity, change management and data governance/ quality.</li> <li>• Deliver improvements to business planning and budget management to strengthen cost control.</li> <li>• Strengthen our relationships with subsidiary and partner organisations.</li> <li>• Identify and implement our 'As-is' and 'To-be' Target Operating Model, in service of our Corporate Plan.</li> </ul>

“ The creation of SNG has always been about investing more and doing more to provide the good, affordable homes that we know are the foundation for a better life for our current and future customers. This plan is a first step for our new organisation that shows the scale of our ambition.

Mark Washer  
Group Chief Executive Officer



To find out more about Sovereign Network Group and our Corporate Plan, please visit our website:

[www.sng.org.uk](http://www.sng.org.uk)

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Sovereign Network Group is the trading name of Sovereign Housing Association Limited, which is charitable.

CORP-32265 Jan24inh