

## Corporate plan 2019 to 2024

## Our building blocks will make this happen

### Our vision:

We'll be the leading landlord across the South providing good quality, affordable homes and services within successful, sustainable communities.

### Our strategy:



#### Having **impact**

We'll maximise the social impact of everything we do.



#### Being **innovative**

We'll think differently, creating solutions that do more.



#### Being **influential**

We'll lead from the front.



#### Inspiring **people**

We'll invest and bring out the best in people.

### Our values:

**Accountable** - We take personal responsibility and are trusted to do the right thing.

**Drive to deliver** - We work with energy, enthusiasm and passion to get things done and we do what we say we will.

**Together** - We collaborate with colleagues and partners so everybody benefits.

**Adaptable** - We embrace change, think ahead and find new ways of delivering a better customer experience.



### QUALITY services, MORE opportunity

By 2024,

- We'll be delivering core services to new standards, co-created with our customers, including significant progress to deliver individualised services where they're needed.
- We'll have a sector-leading, customer contact service centre. Digital access will enable choices within the core service.
- We'll have a new rent policy in place.
- Our Home and Place standard will shape our day to day and planned investment in the built estate.
- Our community investment and tenancy sustainment activity will add real value to our residents and their communities. It will be valued and recognised by stakeholders.
- We'll have clear offers in place for older people, specialist supported housing and homeless people.



### MORE homes, BETTER places

By 2024,

- We'll have developed 9,500 new homes across the south of England, focused on our existing operating area but expanding if it makes sense.
- We'll be known as a leading place-maker, creating sustainable new places that are flexible in meeting the needs of an aging population, as well as younger age groups.
- 50% of our programme will be land-led, either through our own developments or through sharing development risk with others.
- We'll have a clear 30-year vision for the homes we own, and will have started the journey to achieve it, embracing environmental efficiency and new technology to help us on our way. We'll have detailed plans for our five most challenged estates.
- Our dynamic, innovative approach will make us a partner of choice for the public and private sectors and investors.



### STRONG foundation, MORE choice

By 2024,

- We'll be financially robust and be seen by investors and the Regulator as being in the top league of associations nationally.
- We'll be optimising our capacity to deliver more of the social outcomes that fulfil our fundamental purpose. We'll be transparent and accountable in our investment choices.
- We'll continue to grow, owning and managing more homes across the south of England, through organic growth and mergers that enhance our strength.
- We'll be a 'modern, connected business' where people, processes, data and technology work together smoothly to meet the needs of our customers.
- We'll be an employer of choice, where great people have a fulfilling career. We'll create an inclusive culture that focuses on the customer and moves at pace to get things done.