



## **Five Year Strategic Plan (2024 to 2029)**

**Norwich Housing Society** is a voluntary, non-profit-making social housing provider with charitable status specialising in affordable housing and support services for older people living in Norwich.

**Our organisation** is committed to making a difference in the communities in which we work in Norwich. 80 years on from our foundation we still value the ethos of why we were created but we aspire to improve our existing housing stock and provide more quality homes.

**Our Strategic Plan** sets out the Society's mission and business priorities for the next five years and contains our key objectives for this period as well as the values we will employ to deliver these goals.

**Our mission** is to provide decent affordable homes and excellent services to meet the housing needs of older people and to support them to live independently through service excellence and developing meaningful partnerships.

**Our plan** will show how we will deliver our mission and will set out the business priorities for the next five years.

**Our values** will drive how we deliver the plan by:

- Being people focused through listening and engaging with tenants and staff.
- Acting professionally and adopting best practice to deliver quality services.
- Supporting collaborative working and developing partnerships.
- Being caring, honest, fair and treating everyone with respect.
- Demonstrating accountability and transparency in our activities.
- Being creative, ambitious and exploring new ways of working.

**Our plan** reflects a changing environment in which we operate with economic uncertainty, demographic changes, changing tenant aspirations, health and social care challenges, changes in regulatory requirements and climate change.

To ensure we achieve our plan, we have refocused our strategic objectives. These four business priorities will drive our decisions and activities:

### **1) Desirable and Well-Maintained Homes**

- Improve the quality of our homes through the reliable delivery of a value for money planned maintenance programme.
- Ensure our existing homes are safe, secure, and meet Decent Home Standards.
- Deliver a customer focused responsive repairs service with easily understood response times and high levels of customer satisfaction.
- Develop a clear approach to improving energy efficiency to meet the Government's Future Homes Standard for retrofit and working towards carbon reduction in all our activities.
- Complete required safety checks and rectify issues providing information and assurance to our tenants.
- Improve our Property Database so that we have clear up to date information to prioritise our stock investment programmes and inform our financial forecasts.

### **2) Customer Focused**

- Deliver high quality services to the tenants and strive for increased customer satisfaction.
- Use tenant data and intelligence, including information from complaints, to understand what matters to our tenants and inform continuous service improvements.
- Compile data to publish annual reports for tenants on the Society's performance under the Tenant Satisfaction Measures guidance.
- Tailor our "service offer" to meet the needs and preferences of our tenants.
- Listen to and involve our tenants in shaping our services to meet their needs and provide a great customer experience through regular scheme tenant meetings and through our Tenants Advisory Group (TAG).
- Adopt the Housing Ombudsman Code in the management and resolution of complaints.

### **3) Financial strength**

- Maintain operating efficiency, effective financial planning, and prudent forecasting.
- Ensure that our risk management controls are timely, comprehensive, always relevant and measurable.
- Maintain an operating surplus and healthy cashflow to meet future obligations.
- Develop a mixed funding model for development, incorporating Local Authority grant, Homes England funding, loan arrangements and partnership working.
- Ensure that we collect all rent and service charge income due, whilst supporting our most vulnerable tenants to sustain their tenancies.
- Maintain effective procurement to achieve value for money in purchasing services, equipment and materials for the Society.

### **4) Organisational Stability**

- Maintain the range of skills, knowledge, and perspectives on our Board to promote continued effective governance of the Society.
- Attract and retain excellent people to create a diverse Board and workforce who enjoy excellent working conditions and can develop to fulfil their potential.
- Invest in upgrading our technology to improve efficiencies in our systems and adapt to the changing expectations of our staff, tenants and applicants.
- Promote a culture of compliance to ensure we meet all our regulatory and statutory obligations.
- Review our employment terms, conditions, and benefits to ensure that they are flexible and meet the needs of our staff.
- Ensure staff understand the business and how their contribution makes a difference.

### **Our key strategic outcomes are:**

- To make a positive impact on older peoples' lives in Norwich by providing decent affordable homes and services.
- To achieve 90% overall customer satisfaction rating.
- To manage risk effectively through risk assessments and regular reviews of the Risk Matrix by the Management Team and the Board.
- To maintain best value and cost control in maintenance and housing services through effective financial management and procurement.
- To create safer homes and buildings, reduce our carbon footprint and fuel poverty for our tenants.
- To increase the number of affordable homes in Norwich by an average of 4 properties each year.

### **Our key milestones to achieve are:**

- Establishing a fully operational Property Database.
- Completing 5 tenant led scrutiny projects through our Tenants Advisory Group.
- Implementing an action plan to support the delivery of our Asset Management Strategy.
- Working with our partner organisations and consultants to explore alternative methods of construction and renewable technology solutions to improve energy efficiency ratings by 5% each year.
- Achieving 100% compliance against all regulatory and statutory requirements.
- Embedding the Social Housing Standards and Housing Ombudsman Code into all our activities.

### **Reference documents / systems:**

- 5-year Financial Forecast
- Risk Management Policy
- Risk Appetite Statement
- Organisational Risk Matrix
- Property Database
- Tenant Satisfaction Measures
- National Housing Federation Code of Governance Action Plan
- The Regulator of Social Housing Social Housing Standards
- The Housing Ombudsman Code
- Organisational Training Matrix
- Environmental and Sustainability Policy
- Board Performance Review.
- Procurement Policy
- Property Asset Strategy.