



Progressive and Resilient Through Change

Corporate Plan 2024-26



Foreword

This revised Corporate Plan responds to the significantly changed and challenging environment in which the social housing sector is operating.

These challenges include the volatile political environment, significant financial pressures - including increased interest rates and the continued impact of capping rent increases in 2023/24 - increasing regulatory oversight and a greater need than ever to invest in our homes and communities for the future.

As a group of charities, we remain focused on our principal responsibilities and priorities, so our key corporate objectives remain unchanged; **Homes, Lives and Communities, and Business Resilience.**

However, the competing financial pressures we are experiencing have resulted in a considered review of our future capacity, priorities and achievable ambitions.

This Corporate Plan is intended to deliver what customers want and is, therefore, focused on investment in our assets and delivery of new integrated IT systems. It remains true to the sector's core purpose; to provide much needed, affordable, safe, well-maintained homes and to support those in our communities in the greatest need. For our customers and Board members, this commitment includes the continued development of new homes, in response to the enormous housing need present in our area of operation.

To deliver this plan, we must work closely with our customers, invest in and support our staff and invest our resources wisely. At the same time, we must remember that we exist to provide affordable rented homes for those most in need and all our choices must ensure our future resilience, whilst addressing today's priorities.



Sarah Boden
Chief executive

Introduction

The Housing Plus Group is comprised of a number of businesses focused on the provision of quality homes and services across Shropshire and Staffordshire.



Registered social landlord providing housing and advice services across Shropshire and Staffordshire.



Specialises in housing and support for older people and those with physical or learning difficulties. Managing 57 retirement living communities in Staffordshire and Shropshire as well as a residential nursing home, Care Plus helps people to live independently. CQC registered.



Providing improvements, repairs, servicing, compliance and grounds maintenance services.



Providing homes for market rent and management services for leaseholders and commercial properties.



COUNTY TOWN
HOMES

Subsidiary selling homes for outright sale.

Each of these brands fulfils a unique and special role in delivering the Group's ambitions, providing the 'Plus' in Housing Plus Group.

The Housing Plus Group (HPG) provides more than 19,000 homes and employs nearly 1,000 staff. We have the highest rating from the Regulator of Social Housing for governance (G1) and in common with the majority of the sector, a compliant viability rating of V2*. We value and respect our customers and our staff, listening to and responding to their feedback and ideas.

This revised Corporate Plan is structured to build on the Group's solid performance and growth, whilst modernising our ways of working and responding to the challenges being felt across our sector.

The continued and significant investment into our homes and communities is key to ensuring both their condition and suitability, now and in the future, as well retaining our focus on building safety.

The development of new homes continues to be recognised by HPG as core to achieving our vision and meeting our purpose.

A further key area of focus is the delivery of the new housing management and property systems to drive greater business efficiency, support better informed decisions and deliver better services for customers.

*To read more about governance and viability ratings please see <https://www.gov.uk/government/publications/what-our-governance-and-viability-gradings-mean/what-our-governance-and-viability-gradings-mean>

Objectives



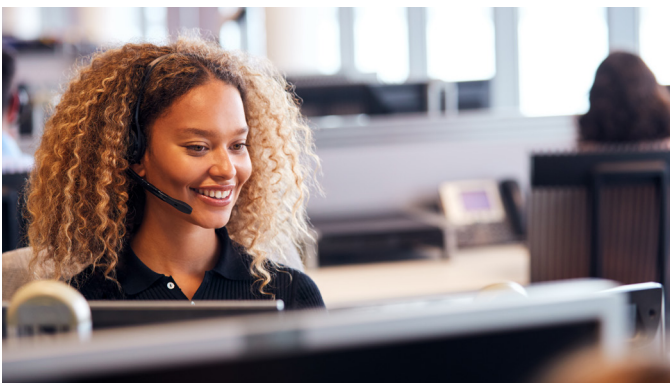
Homes

Providing quality, affordable homes to meet identified housing needs.



Lives and Communities

Delivering effective housing and care services that customers trust, and which support our customers and communities to achieve their goals.



Business Resilience

A financially strong, well governed Group, with skilled, motivated people, and transformational IT and reliable data; able to respond to the changing environment.

Vision

A resilient organisation, making a positive difference to homes, lives and communities

Values



Communication

Providing communication that is timely, open, honest, clear and consistent.



Learning

Committed to seeking knowledge, innovating and adopting new ways of working to enhance the work of the Group.



Accountable

Taking responsibility for our actions and performance, providing support and ideas to seek solutions.



Respectful

Being polite and considerate, understanding the needs of others, respecting and valuing their views.



Inclusive

Working together to create an environment that celebrates differences and embraces diversity of thought.



Trust

Acting with integrity at all times, empowering our colleagues to seek assurance that others will do the same.



You

Taking personal responsibility for living and embodying our values.

Acknowledging that colleagues, customers and stakeholders all have an important part to play in the success of the Group.

Objective delivery targets

Homes

- ▶ Complete more new homes to meet identified housing needs
 - ▶ Repair and improve our homes using data to prioritise investments
 - ▶ Delivery of the Net Zero Carbon strategy and the improvement of our homes' energy performance
 - ▶ Continue to be a sector leader in our property compliance and health and safety activities
 - ▶ Minimise and deal promptly with disrepair, damp and mould or other issues which adversely affect the health and wellbeing of residents
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Lives and Communities

- ▶ Be a business that listens to, values and respects its customers, driving a strong customer service culture, embracing the consumer standards
 - ▶ Consolidate the provision of care, focusing on integrated care and accommodation services (Extra Care and Residential Care)
 - ▶ Enhance customer resilience and wellbeing through financial and employment advice and support
 - ▶ Use our "making a positive difference" fund to support community focused initiatives in our most deprived wards
 - ▶ Offer employment and training opportunities to our communities, utilising our contractors and partners
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Business Resilience

- ▶ Maximise the Group's income streams

- ▶ Ensure financial resilience through timely procurement of additional funding streams

- ▶ Take care of our staff's wellbeing

- ▶ Invest in the skills and knowledge of the workforce through learning and professional development

- ▶ Make HPG a great place to work with modern, inclusive working environments, practices and leadership

- ▶ Be demonstrably committed to equity, diversity and inclusion in our workforce and services by eliminating barriers

- ▶ Ensure a dynamic approach to risk identification and mitigation

- ▶ Ensure we have appropriate systems and technology to drive business transformation and greater business efficiencies

- ▶ Ensure we have secure, appropriate data, skills, systems and technology to enable effective management and development of our businesses

- ▶ Continue to modernise our governance services and structures to ensure efficient, supportive and skilled services and Regulatory compliance

- ▶ Growing the business



