

Our journey 2018-23



By 2023 we will achieve:

Core purpose

All our staff - whatever their job title states - come to work every day to regenerate places.

This is our core purpose which to be realised means providing opportunities for people to advance their social and economic well-being.

1.
The provision of a comprehensive range of multi-tenure housing products and services that reflect the dynamic nature of the housing market and the diversity of our customers.

2.
The provision of education, training, apprenticeship, career and personal development services/programmes, which raise aspirations, improve life chances and ultimately enhance opportunities for sustainable employment.

3.
The provision of care and support services that assist individuals and families in accordance with their specific needs.

Our brand

To be known, trusted and recommended, to safeguard and enhance the reputation of the Group.

Objectives

- Significant online presence.
- Media coverage will be positive.
- Customers will recommend us.
- Employees will be proud to work for us.

Goals

- GI/VI rating.
- Positive media coverage above 75%.

Targets

Our financial performance and digital advancement

To ensure we are financially strong and demonstrably efficient by maximising our resources to invest in our business. To make best use of digital technology to improve our customer experience, and maximise efficiency.

- Robust approach to resources.
- Maximise income and ensure effective collection.
- Maximise return on assets and investment.
- Critically review our costs and outcomes across all service areas.
- Generate maximum value from procurement.
- Ensure sufficient funding that is competitively priced.
- Ensure intra-group charges are fair, affordable, and reflect value for money for services on offer.
- Make best use of technology to improve the customer experience.

- Regenda Homes operating margin above 35%.
- Group operating margin above 25%.
- Rent collection above 99.4%.
- EBITDA MRI above 181%.
- Headline cost per unit below £3,376.

Our people

To be a great place to work, to develop a highly engaged, high performance culture that delivers great services to our customers, neighbourhoods and communities.

- Recruit the right people to the right roles.
- Induct into our culture.
- Develop our people.
- Consistently high performance.
- Reward and recognise success.
- Effective succession planning.
- Create ambassadors and alumni of the future

- Employee turnover of 15% or below.
- Best Companies Score of three star.

Our service and product excellence

To provide services and products that meet the expectations of our customers, ensuring that they are highly satisfied, deliver great value for money and enable us to compete with the best in the market place.

- Customer focused culture.
- Understand customer base, needs and aspirations.
- Learn from feedback.
- Effective and efficient processes.
- Encourage innovation.
- Ensure long-term sustainability of stock and neighbourhoods.
- Continued delivery of DHS compliance.
- Intelligence led asset management programme - invest in a timely and appropriate manner.
- Look to reduce fuel poverty by improving thermal efficiency.
- Deliver works linked to regeneration activity.

- NPS to remain 'world class' amongst peers.
- Average re-let times of 18 days or below.
- Reinvestment of 2.29% or above.
- Zero number of instances of non-compliance.
- Customer effort score of 2.3 or below.
- Average NPV of £20,000 or above.
- Number of negative NPVs below 600.

Our communities

To support our customers to realise their full potential and ensure that they have the best possible quality of life in healthy, safe, prosperous and sustainable communities.

- Kick start social and economic regeneration.
- Work with partners to tackle the root cause of health inequalities, social exclusion and poverty.
- Improve resilience.
- Create balanced and stable communities.
- Provide care and support services which help people to remain in their own home as long as possible and to reach their potential regarding independent living.

- Number of residents supported into training or employment;
 - Above 130 referrals (Regenda Homes).
 - Above 50 into work per annum (Regenda Homes).
 - Above 650 into training (Alder).
 - Above 7,000 children supported by Positive Footprints.

Our stock portfolio

To provide a wide range of additional homes that meet the needs and aspirations of customers, creates sustainable neighbourhoods and ensure that we hold a balanced stock.

- Increase housing supply; and provide multi tenure offer.
- Become a comprehensive end to end developer.
- Deliver high quality market rented homes and develop affordable homes.
- Deliver mixed development with office and commercial space.
- Develop homes in areas where it enhances sustainability of our assets; and where there is high strong economic growth.
- Develop homes to increase the long-term asset value of our stock.
- Focus on quality and design.
- Achieve competitive returns.

- New supply delivered of 1.23%* (social housing), 2.02%* (non-social housing) (*2023 performance not reflective of full development programme/ Performance impacted by timetable for delivery.)
- Completion of 250-300 new homes per annum.

Our growth of the Group

To grow the size of our business in order to improve our overall service offer and enhance our financial strength through diversification of our income streams.

- Consolidate newer businesses and achieve long-term growth.
- Organically grow and be prepared to support subsidiaries via acquisition.
- Increase our profits to support our core purpose.
- Enhance ability to provide additional value to customers.
- Reflect nature of customer base to support sustainment of tenancies and independent living.
- Foster collaborative approaches to provide innovative solutions to alleviate areas of market failure.
- Use innovative approaches to support regen and maximise growth.

- **Aspirational targets:**
 - M&Y net profit of £2 million or above.
 - Redwing net profit of £4.5 million or above.
 - McDonald net profit of £20,000 or above.
 - Alder net profit of £714,000 or above.
 - Positive Footprints net profit £189,000 or above.
 - Petrus net profit £259,000 or above.
 - Centre 56 net profit £11,000 or above.