



Abri

Creating communities,
empowering lives

Functional Strategies



Communities

**People and Organisational
Development**

**Development and
Asset Management**

IT and Innovation

**Health, Safety and
Business Continuity**

Integration

Customer

Commercial Services

Value for Money

Communication



Introduction

I'm delighted to introduce you to Abri's functional strategies. They ensure that there is a clear line of sight between our purpose, our corporate strategy and the day-to-day operations of our business – whether that's in development, asset management, our customer and communities teams, commercial services or our central functions. They also provide a clear sense of direction to teams across our organisation.

So, how do they fit in, exactly?

Well, our five-year corporate strategy Achieving Together sets out our big three commitments to be a top ten housing provider by scale, for customer service and one of the top ten best companies to work for in the UK. These triple ten objectives are supported by seven strategic priorities:

- Build more homes
- Invest more in our existing homes
- 100% customer satisfaction
- Create thriving communities
- Create a great place to work
- Manage our business to the highest standards
- Climate change: the challenge of a generation.

Underpinning each of these commitments and strategic priorities are our ten functional strategies, each covering the period 2020 - 2025.

A critical part of all this is a promise to our customers to use our position as a major housing

provider and developer to ensure that everyone has the right to access the same positive life chances, as outlined in our 'All-In' public statement.

The summary on pages six to eight sets out how each functional strategy contributes to our seven corporate priorities and top ten commitments.

You'll also find a short summary of each functional strategy under the tabs on the right of the document.

I hope you find this both interesting and useful. It's important that the actions we all take on a day-to-day basis help Abri achieve its strategic objectives. So, please take time to familiarise yourself with these strategies and how they – and you – contribute to our long-term goals.

Best wishes,

Gary Orr
Group Chief Executive

Strategies by function and objective



Growth/scale

Build more homes

We will:

- build at least 1,000 new homes each year by 2025
- create high-quality homes that enable and enhance communities
- target 25% of our new homes for market sale or other private tenures, 37.5% for rent and 37.5% for affordable home ownership
- become a strategic partner of Homes England
- establish our new homes standard and guiding design principles, to future proof our homes
- deliver a minimum of 50% of our homes through land-led delivery
- deliver 250 new homes a year through our in-house construction team
- deliver 25% of our new homes programme through Modern Methods of Construction (MMC)
- deliver 50% of our programme through house-build partnerships
- deliver efficiency in our operating model to improve our long-term financial capacity to create more new homes
- reinvest the value created from home sales to increase our development capacity
- drive efficiency in how we procure and deliver new homes
- position our new organisation as a friend of government, an advocate of home ownership and creator of homes and thriving communities among key local and national politicians and government officials
- create a single identity, brand purpose and proposition for our new organisation.

Climate change

We will:

- develop a low carbon roadmap to provide a sustained reduction in emissions from our portfolio in line with government targets
- move to a MMC-first culture
- put in place accurate carbon accounting to track our progress towards carbon neutrality
- be carbon efficient in the way we source materials, manage our fleet and dispose of waste
- adopt the SHEQ (Safety, Health, Environmental and Quality) model for environmental performance.
- reinvest efficiency gains in addressing climate change and improving the carbon footprint of our operations and our homes.



Great place to work

Great place to work

We will:

- develop and invest in a compelling Housing Professional of the Future programme
- take a major step forward in demonstrating our EDI credentials in breaking down barriers to equal opportunity and stamping out discrimination.
- move towards agile working including a trust-focussed and outcome-focussed approach
- collaborate with our colleague representative forum Connexus on key changes
- develop and promote a range of health and wellbeing initiatives
- integrate our policies, procedures and processes
- support change capability
- develop and implement succession and talent management plans
- successfully embed performance management
- become a top 10 great place to work
- achieve Investors in People Platinum status
- promote the sector and Abri as a great place to work
- take a people-focussed approach to reviewing our policies, procedures and processes
- deliver accredited customer service training programmes with the Institute of Customer Service and Chartered Institute of Housing
- inform and involve colleagues and customers in our change journey
- develop a bespoke academy for Commercial Services colleagues' focussing on the customer
- invest significantly in our multi-skilled technician programme (MST)
- understand fully the costs of creating a great place to work
- ensure all decisions about our future ways of working are evaluated from a value for money perspective
- deliver an effective programme of leadership, corporate internal and change communications that inform, engage and inspire our people and embed a 'one company' ethos.

Manage business to highest standards

We will:

- create a single set of unified systems
- ensure our data is in one place, clean and quality-assured
- deliver consistent, responsive and easy access to information
- have three lines of defence for key risks
- implement a new health, safety and business continuity system
- achieve ISO accreditation for occupational health and safety
- benchmark our performance with the best
- take the best from each legacy organisation
- plan and manage change effectively
- develop repeatable, standardised ways of working
- achieve ISO accreditation for quality management systems and environmental management
- achieve RoSPA (Royal Society for the Prevention of Accidents) and MORR (Management of Occupational Road Risk) accreditation
- achieve CHAS (Contractor Health and Safety accreditation)
- develop a successful in-source model
- introduce controls and checks for material, contractor and agency spend
- introduce generic process across all regions with one data set
- implement an AA/Deliveroo-style operating model
- adopt the SHEQ (Safety, Health, Environmental and Quality) management model
- set demanding targets and monitor all value for money savings
- produce a value for money report
- align our procurement and Value for Money strategies
- exceed the partnership final business case for savings and benefits
- ensure we have a resilient, long-term financial plan in place
- communicate our integration plans clearly.



Customer service

Create thriving communities

We will:

- fully involve communities in local decision making about our community investment plans
- transform at least six community investment zones, with targeted, well-supported activity
- establish group-wide resources and funding that promotes community self-sufficiency
- build a skills development programme to equip the community leaders of the future
- work to address inequalities and stigma limiting social mobility within our communities
- support 2,000 people into employment by building partnerships with employers
- work in partnership with schools, colleges, and universities to promote and link young people to apprenticeships and upskilling opportunities
- develop our digital skills programmes to engage more customers
- aspire to deliver a social value ratio of £1: £12.50 for health and wellbeing programmes across our investment zones
- deliver community-wide health and wellbeing programmes
- develop indicators to measure the wellbeing of our customers and communities
- target £2.5m of social value created within our communities via our supply chain
- understand the value and contribution to communities of our community investment activity.

Invest more in existing homes

We will:

- invest more than £215 million in our existing homes
- manage and maintain our homes well
- grow the number of homes we own by more than 5,000
- maximise the value our non-residential assets provide
- embrace smart technology for our business and our homes
- prioritise our regeneration sites to create sustainable and thriving communities
- invest in and strengthen our data systems and processes to provide intelligence on our portfolio of homes and enable active asset management
- share information directly with customers, empowering them to play their part in maintaining their homes
- deliver efficiency in our operating model to improve our long-term financial capacity to invest in our existing homes..

100% customer satisfaction

We will:

- benchmark our customer service among the 'best of the best'
- work in partnership with our customers to put their voice at the heart of our organisation
- drive innovation and the continuous improvement of our services
- improve the data we have about our customers and homes
- implement a sector-leading, proactive housing management approach, best in class complaints handling and a true omnichannel service
- design and implement a new service model
- create a new customer-focused leadership team and operating model for Commercial Services
- be best in class as measured by HouseMark for responsive repairs and value
- introduce a new internal business brand 'Home-Care' to deliver excellent customer service
- support Institute of Customer Services benchmarking and improvement
- launch a single Abri customer portal
- design existing home standards to reflect the diverse nature of our communities
- take a customer-first approach in the marketing and sales of our new homes
- understand the costs of achieving higher customer satisfaction
- deliver a programme of communications to embed a culture of customer obsession across our organisation.



With thanks to all our customers and colleagues who appear in this document. Our people are the single, most important factor in our success.”



We're here to support
the creation of
communities and
empower lives."





Community Strategy

The strategy, in a nutshell...

We want to support communities and make a positive difference to people's lives. Over the next five years we will make a difference by embracing our social purpose through a series of actions. At the heart of our approach is our desire to connect people and empower communities. Our experience, drive, pride and partnerships will enable us to support sustainable change, community resilience and improve people's life chances.

Community Strategy

Why is this important?

We're here to support the creation of communities and empower lives. This strategy outlines how we plan to achieve this over the next five years. It's supported by our commitment to invest in communities over the long term. We've worked with communities for many years and have carried out a lot of in-depth research. We feel confident that we understand the challenges people face. We know that poverty is increasing, and unemployment is high too. There is a spotlight on these issues right now as we start to recover from the social and financial impacts of COVID-19.

Our priorities

1. Empowerment: A community-led approach by default. Community leadership through the design and delivery of a skills programme. Our role is to provide access to opportunities and increase social mobility
2. Employment: To support 2,000 people into employment by creating pathways into our sector and our supply chain. Develop local labour market intelligence, identifying future skills requirements and the development of local talent
3. Health and wellbeing: Programmes to combat social isolation, financial vulnerability and fitness. Placemaking – shaping communities, using our assets and resources to promote health and wellbeing
4. Partner of choice: Working across directorates, developing our relationships with stakeholders and securing funding and social investment.
5. How we work: Accreditation and purpose-led delivery framework. Development of impact and outcome measures. External feedback of our work
6. Social value commitment: We will target the creation of £2.5 million of social value in our communities through our supply chain.

What are we going to do?

We will:

- fully involve communities in local decision making about our community investment plans
- establish group-wide resources and funding to promote community independence
- build a skills development programme to support the community leaders of the future
- address any inequalities and stigma that limit equal opportunity within communities
- build partnerships with employers in our local communities to create employment and career opportunities for local people
- promote career pathways into our sector, working with colleagues and our supply chain to identify future skill requirements
- work in partnership with schools, colleges, and universities to promote and link young people to apprenticeships and upskilling opportunities in their communities
- develop our digital skills programmes to engage more customers and aim to deliver a social value ratio of £1: £12.50 for health and wellbeing programmes across our investment zones
- build on our existing social prescribing model and develop partnerships to expand it
- use our assets as a focal point to deliver community-wide health and wellbeing programmes
- develop indicators to measure the wellbeing of our customers and the communities in which we operate
- renegotiate contracts with significant social value impact within our communities.

How will we make sure our strategy works?

- We have a good knowledge of the vulnerability, deprivation and economic stress that communities where we work experience. The data we have gathered has helped us to better understand how a range of factors including health, employment, education, skills and crime impact the lives of our customers living in these communities.
- Using the data we have gathered, we have selected eight Community Investment Zones, where we will target our resources. These zones reflect the communities where many of our customers face some of today's most challenging issues. We are focusing on key neighbourhoods within the zones with a flexible response to emerging needs.

- Each zone has a bespoke Community Investment Plan (CIP). These have been independently verified by the Bayswater Institute.
- We have identified three key areas to focus our attention and measure the impact of our work: community empowerment, employment, health and wellbeing.

What do we need to be successful?

To see positive results from our plans we require:

- business optimisation and resources to make the required changes
- identification, measurement and understanding of the challenges faced by our customers and communities
- development of community assets including green space
- customer management, partnership working and contract management information systems
- cross-sector external partnerships: educational institutions, third sector organisations, think tanks and employers
- development of our social value proposal, clearly communicating our offer to customers, communities and stakeholders
- to develop our presence within the social investment market and identify market opportunities to raise additional funding into our community investment fund.



We will fully involve communities in local decision-making."



How will we meet our commitment to deliver value for money in all that we do?

- We will target an additional £2.5 million of social value within our communities via our supply chain over the five years of the strategy. Renegotiation of our contracts will include a focus on the impact we can have within our communities.

How will we meet our commitment to equality, diversity and inclusion?

- The strategy itself is a high-level document supported by a programme of action. EDI is embedded as a key enabler and a priority. We will ensure that the organisation exceeds its statutory and moral responsibilities in respect of the equality agenda.
- The key priorities specified in the strategy will be subject to individual equality impact assessments that will inform planning and delivery of the strategy. The assessments will ensure that the organisation is compliant with equality legislation, following good practice and addresses any adverse impact on protected characteristics. The assessments will identify specific needs and support that will enable positive outcomes for our communities.

What are the main risks?

- Combining approaches to grant making and commissioning external partners
- Delays to integration inhibit our ability to deliver optimal social impact
- Insufficient access to customers and/or ability to market our services
- Internal processes do not support community services delivery
- Macro-economic forces.

What are we investing?

We will:

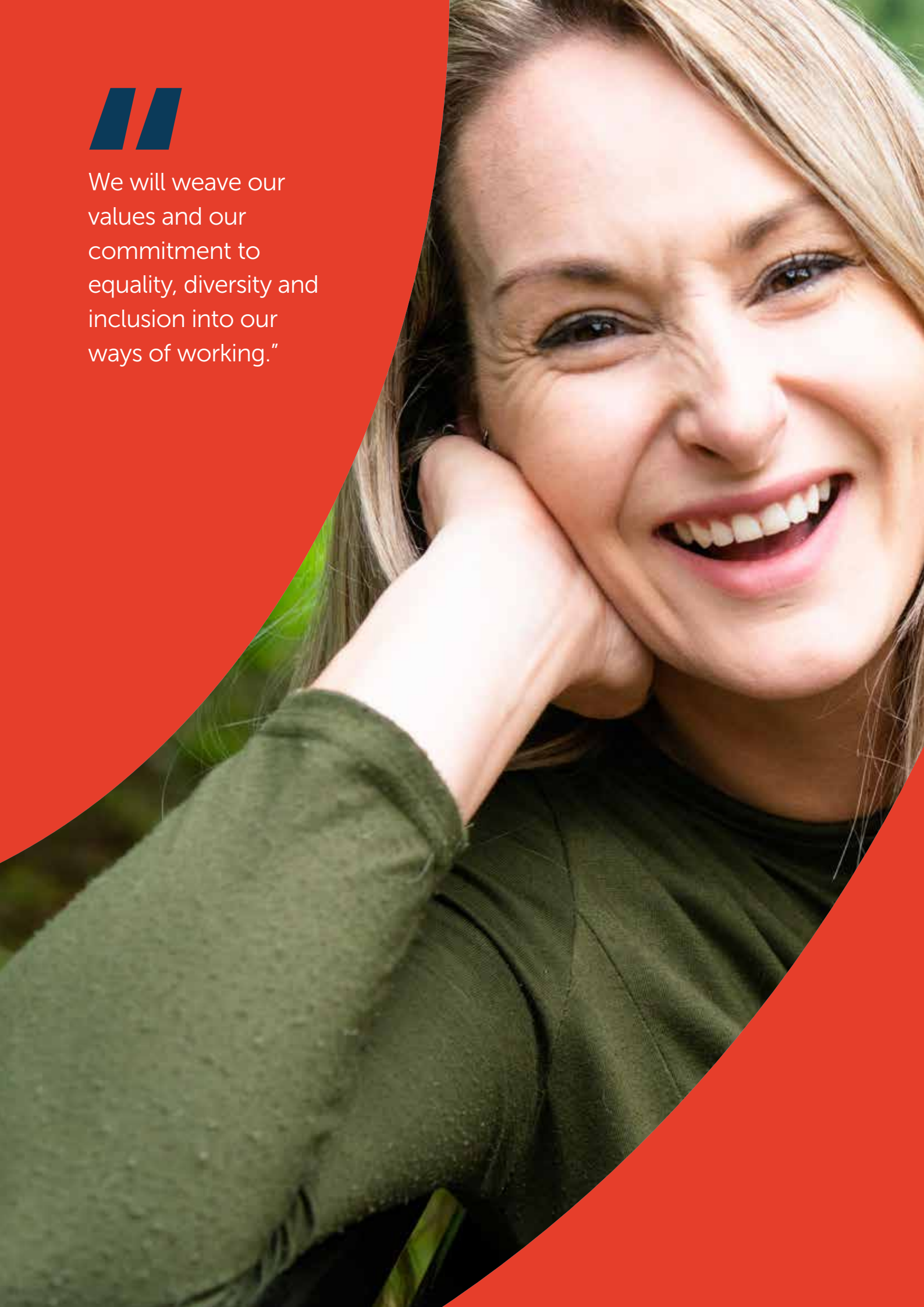
- commit £3 million per annum to deliver our strategy
- aim to secure £1.2 million in additional funding and in-kind support through our partnership work with stakeholders
- introduce a social value commitment within our supply chain, targeting an additional £2.5 million of social value
- work closely with suppliers to introduce the social value commitment in the Community Investment Zones.

Conclusion

This strategy sets out how we plan to achieve our purpose of creating communities and empowering lives. In summary, we will co-develop a legacy community leadership programme to ensure that we truly empower our communities by providing employment opportunities and promoting health and wellbeing. This will involve working in partnership to deliver outstanding 'best in class' programmes across our Community Investment Zones.



We will weave our values and our commitment to equality, diversity and inclusion into our ways of working.”





People, Organisational Development and Leadership Strategy

**The strategy, in
a nutshell...**

Our People teams will help support every one of our colleagues to achieve their full potential and lead the way as Housing Professionals of the Future. Our values will be a golden thread through everything we do. We will completely modernise our ways of working and become a top 10 place to work.

People, Organisational Development and Leadership Strategy

Why is this important?

We want to become a top 10 employer and make Abri a truly great place to work. Our people are the single, most important factor in our success. This strategy sets out how we will invest in our people and support everyone to be the best they can be.

Our priorities

1. Housing Professional of the Future: An accredited people development programme. Thought leadership, research. Promote the housing sector and attract the best. Talent management and succession
2. Equality, Diversity and Inclusion (EDI): Right data, clear action plan, engaging ways to bring our EDI strategy to life and embed it in our DNA
3. New ways of working: Agile working, flexibility, digital first, trust-based and output-focussed, efficient and effective
4. Best place to work: Top 10 place to work. Investors in People. Employer brand, engaging end-to-end employee journey. Health and wellbeing
5. Strong and effective leadership: Strong engagement, proactive leadership development. Strong change capability. A learning organisation. Customer-service focussed
6. Customer service excellence in people delivery: People-focussed policies, procedures and processes. Values-driven. Challenge and support ensuring managerial excellence
7. Collaboration with colleagues: Critical business partner to all directorates. Collaboration with ConneXus. Involve colleagues in the design of key changes.

What are we going to do?

We will:

- develop a compelling Housing Professional of the Future (HPoF) programme
- develop a baseline for Equality, Diversity and Inclusion to build and improve upon
- move towards an agile working model
- integrate our policies, procedures and processes
- realign our People teams to support the business
- support change capability
- develop and implement succession and talent management plans
- support Institute of Customer Services benchmarking and improvement
- successfully embed performance management
- become a top 10 great place to work
- achieve Investors in People Platinum status across our newly integrated organisation
- promote the sector and Abri as a great place to work
- deliver efficiency savings by having the right number of people in place, trained and supported to do it right, first time
- take a people-focussed approach to reviewing our policies, procedures and processes.

How will we make sure our strategy works?

We will:

- weave our values, including a commitment to equality, diversity and inclusion, into our ways of working
- reduce our carbon footprint in everything we do
- collaborate with others
- support the people and organisational development aspects of other strategies
- support all three of our triple 10 ambitions
- be data and evidence-led in our approach and decision making
- work closely with the programme management office and change teams to deliver as much value as possible to all our projects
- draw from external best practice to benchmark and grow our approach to managing our people.

What do we need to be successful?

Successful implementation of the strategy will require:

- partnership working with all directorates to support them in the delivery of the people and equality, diversity and inclusion elements of their strategies
- collaborative working with colleagues and ConneXus to achieve our goal of being a top 10 place to work
- collaboration within and outside the sector to seek out the best ideas and practices.



We will completely modernise our ways of working and become a top 10 place to work."



How will we meet our commitment to deliver value for money in all that we do?

- We will have an efficient and effective workforce. Colleagues will be able to meet customer needs first time, reducing inefficiency and enabling the benefits of the final business case to be realised.

How will we meet our commitment to equality, diversity and inclusion?

- This strategy brings together a wide range of activities and functions currently being delivered or planned to support the attraction, recruitment, retention and progression of our people.
- It ensures that these activities are both complementary and clearly focused on delivering Abri's key priorities and objectives.
- The strategy is a high-level document supported by a programme of action. EDI is embedded as a key enabler and a priority.
- The key priorities specified in this strategy will be subject to individual equality impact assessments to inform planning and delivery of the strategy. The assessments will make sure that our organisation is compliant with equality legislation, follows good practice and addresses any adverse impact on protected characteristics. The assessments will identify specific needs and support that will enable positive outcomes for all.

What are the main risks?

- We are not able to maintain the required pace of change
- Insufficient time to implement changes and improvements to systems and processes to support changes across the organisation
- Economic changes might impact the investment required to facilitate the plan.

What are we investing?

Areas for investment will include:

- A new HR/Payroll system
- Activities to support our equality, diversity and inclusion action plan
- Graduate programme supporting Housing Professional of the Future
- Improvement in Times 100 best position
- Investors in People Platinum.

Conclusion

We already benefit from the legacy of **two great organisations**. The steps we are taking to invest in our people and make Abri a **great place to work** and a **top ten employer** will take us on a journey that will see us move from great now, to brilliant later and **ground-breaking after that**.



We want all our customers to have safe, warm and high-quality homes, in well-designed neighbourhoods where they want to live, feel they belong, and can thrive."





Development and Asset Management Strategy

The strategy, in a nutshell...

Our aim is for all of our homes to be high-quality places in communities where our customers want to live and feel they belong, can grow and thrive. We intend to grow our portfolio across our geography, offering a breadth of tenures and types of housing, meeting diversity and creating choice and mobility. Above all we want our homes to be safe, warm, affordable, well designed and in thriving communities.

Development and Asset Management Strategy

Why is this important?

We want all our customers to have safe, warm and high-quality homes, in well-designed neighbourhoods where they want to live, feel they belong, and can thrive. This strategy sets out how we plan to achieve this. There is a housing crisis in England. We know that delivering more homes will help to fix this. But we also recognise this isn't just about the numbers. So, we will also strive to tackle stigma and inequality through the neighbourhoods we create, the communities we enable, and the homes we own and manage.

Our priorities

1. Innovation, design quality and carbon literacy: Adopting an 'MMC-first' agenda. Bespoke design standards and existing home standard. Carbon literacy embedded within our culture
2. Build more homes: Increasing the supply of housing by building a minimum of 1,000 homes a year by 2025 across all tenures. Developing differently, to increase speed of delivery and gain control of quality. Working collaboratively with the government and creating high-quality homes that enhance communities, are well managed and maintained. Delivering innovatively, maximising off-site manufactured homes, minimising our carbon footprint
3. In-house construction: Investing in our in-house team, growing it to deliver 250 homes per annum by the end of this strategy to increase quality and reduce cost in developing our land-led programme
4. Customer and EDI: Impact assessments embedded across core activities. Design existing home standards to reflect the diverse nature of our communities
5. Collaboration: Achieving more in partnership with Homes England, Wayfarer, local authorities and joint ventures
6. Data and intelligence: Gathering intelligence on performance and efficiencies, ensuring a more dynamic approach to data intelligence, informed decisions based on high-quality data.
7. Marketing and sales: Leading on a customer-first approach, led by innovation and driving efficiency, mirroring the overarching strategy.
8. Invest in existing homes, maximising the value of non-residential assets and regeneration: Investing more than £215m into our existing homes. Maximising the value derived from non-residential assets and exploring expansion. Prioritising our regeneration sites, creating sustainable and thriving communities.

What are we going to do?

We will:

- build at least 1,000 new homes each year by 2025
- target 25% of our new homes for market sale or other private tenures, 37.5% for rent and 37.5% for affordable home ownership
- grow the number of homes we own by more than 5,000
- invest more than £215 million in our existing homes
- become a strategic partner of Homes England
- move to a Modern Methods of Construction (MMC) first culture
- embrace smart technology for our business and our homes
- establish our new homes standard and guiding design principles, to future proof our homes
- deliver a minimum of 50% of our homes through land-led delivery

- deliver 250 new homes a year through our in-house construction team
- deliver 25% of our new homes programme through Modern Methods of Construction
- deliver 50% of our programme through house-build partnerships
- develop a low-carbon roadmap to provide a sustained reduction in emissions from our portfolio in line with government targets
- maximise the value our non-residential assets provide.
- explore innovative solutions which support energy cost reductions for our customers, provide commercial income streams and support offsetting requirements
- assess our role in terms of energy generation and identify partnerships which would support our low-carbon aspirations
- adopt smart technology in our homes and other assets to inform us as to how they are performing, technology that supports us in managing and maintaining data, or digital access for our colleagues and customers

How will we make sure our strategy works?

We will:

- develop a set of guiding design principles for our homes and neighbourhoods and future-proof our new homes to support carbon neutrality.
- design our new homes to be tenure blind, to tackle stigma and to provide flexibility for our customers and our business
 - research affordability across our geography and understand the relative performance of different tenures and the diversity of our communities and where we propose new homes
 - define the sustainability targets we apply to new homes and retrofit projects in order to ensure a sustainable transition to carbon neutrality, defining the value and opportunity cost
- actively seek partnerships with the government, local authorities and other housing associations and developers so that we can build more, more quickly
- define the data we use now and assess and define that which we may need in the future, to enable us to develop new approaches to collating, storing, maintaining and interrogating it
- ensure we have 100% accurate asset intelligence and in turn we understand the financial performance of all of our assets
- use the information to assess our assets against robust financial hurdles
- design and implement an enquiry management system to enable us to efficiently manage high volumes of new and existing leads across our region
- implement a new customer journey from point of lead registration through to post-legal completion
- invest in our homes to ensure they remain fit for the future
- use our asset intelligence to inform our investment decisions, when and how we intervene, ensuring that we achieve value for money



We intend to grow our portfolio across our geography, offering a breadth of tenures and types of housing, meeting diversity and creating choice and mobility.”



- review the lifecycles of our components, using our data and experience to tier our renewal dates to maximise the lifespan of different components
- where assets do not serve our business or our customers, identify solutions that enhance performance and increase the value provided to our business and our customers, including the opportunity to divest and reinvest in more sustainable provision
- define how our existing portfolio can be used to support the homeownership aspirations of our customers.

What do we need to be successful?

Successful implementation of the strategy will require:

- Sufficient budget availability to realise investment requirements
- Sufficient data intelligence across the portfolio in order to inform investment and divestment decisions
- A unified structure and sufficient resource availability to deliver core ambitions.

How will we meet our commitment to deliver value for money in all that we do?

- Our in-house construction team improves economy, enabling Abri to build additional units at a lower cost per unit.
- Our collaboration with our joint venture partners will improve efficiency. By using the expertise and capacity of partners we are able to deliver more.
- Our asset management strategy commits us to the proactive assessment of stock performance, ensuring we maximise the value derived from our assets. This includes the disposal of poorer performing stock to ensure the portfolio is efficient going forwards. This has the dual benefit of disposing of the worse performing assets (from both Abri's and our customers' perspective) and produces a positive return which is reinvested back into our asset management programme.

How will we meet our commitment to equality, diversity and inclusion?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- advancing equality of opportunity between those with protected characteristics and those without them
- fostering good relations between those with protected characteristics and those without them.

The above also applies to those organisations that exercise a public function. EDI supports this strategy by broadening and enhancing the range, quality and quantity of housing across some tenures for new residents, whilst also supporting the provision of facilities and services necessary to support growing communities:

- providing a choice of good-quality housing for people at all stages of life, increasing tenure diversity through affordable rent, shared ownership, delivering high-quality homes which will improve the health and well-being of our residents
- developing additional homes which will be available to more people, will also help to solve the shortage of good quality affordable housing
- rationalising the use of our current assets whilst taking account of needs.

To support the above, we will carry out equality impact assessments to support planning and delivery of projects.

What are the main risks?

- Changes to the legislative environment impacting investment priorities
- Failure to meet health and safety legislative and regulatory requirements
- Market changes impacting divestment decisions
- Brexit impact on labour and material shortages
- Inability to recruit and retain talent
- Higher unemployment leading to a weakening of the housing market.

What are we investing in our strategy?

We will invest:

- more than £1bn in our new and existing homes
- more than £215m in our existing homes.

Conclusion

This strategy sets out how we will tackle the housing crisis by developing differently, increasing the speed of delivery and by gaining direct control of quality. By setting new and higher standards for our homes, prioritising our regeneration programme and investing in new technology, we will create great homes, places and communities where people want to live.



We will improve the data we have about our customers and our homes to develop better insight.”





IT and Innovation Strategy

**The strategy, in
a nutshell...**

**To provide sustainable, reliable and
flexible technology that enables:**

- 1. Our colleagues to work efficiently
and effectively wherever they need
to do so, our customers to engage,
interact and manage their tenancy,
and stakeholders to interact effectively
with us.**
- 2. To deliver insight, data and reporting
which enables and ensures evidence-
based decision making, predictive
analytics, robust operational
performance management and
comprehensive research capability.**

IT and Innovation Strategy

Why is this important?

IT and Innovation is an enabling strategy that will bring our organisation together on a single accessible platform. This means that colleagues, customers and stakeholders will be able to interact with a consolidated Abri. Unification will also provide a single source of data to enable evidence-led decision making. Importantly, it sets in place strong but flexible foundations for future growth while minimising risks and ensuring consistency in our approach.

Our priorities

1. Single systems and consolidated data: Unify our application estate to a single suite of solutions, holding clean and quality-assured data
2. Integrated IT service delivery: Collaboration and contact, connectivity, infrastructure, storage, cyber security, user kit and ICT service delivery
3. Actionable insight: Turning data into information, information into insight and insight into action. Development of a three-pillar approach to insight – Performance, Insight and Reporting
4. Unified user experience: Responsive, easy and safe access for all colleagues. Consistently applied BAU ways of working (policies, procedures, culture), driving efficient running costs and effective customer solutions.

What are we going to do?

We will:

- upgrade, consolidate and integrate our core data, systems and applications to the latest supported versions inclusive but not limited to our Housing Management, Finance, Payments, Scheduling, Customer Portals and Mobile solutions
- review and cleanse our system data to ensure compliance and quality assurance
- implement a new web-enabled Housing Management System post integration: One Housing
- implement a new document management system across Abri in SharePoint Online
- migrate our systems and data to a single new 'Abri' umbrella: one single log on for all systems
- review and implement a new communications platform for the contact centre, internal and customer facing communications: the 'Virtual Contact' project
- review and improve the IT experience offering
- implement greater infrastructure resilience and improved connectivity and security
- define and implement an Insight Strategy, supported by the use of PowerBI across Abri.

How will we make sure our strategy works?

To unify our systems and data, we will:

- interact positively with our colleagues, our customers and our stakeholders
- deliver consistently high-quality and flexible support services to colleagues, customers and stakeholders
- provide colleagues with the equipment to enable them to work in the most efficient and effective, sustainable and cost-conscious way possible
- provide a single application estate across the whole business providing the tools to do the task
- collect, maintain and store data for the entire asset estate encompassing all tenancy/customer, assets, compliance, reporting, Performance Management Framework, insight, geo-spatial and working data
- adopt a risk-averse, secure by design approach to cyber security
- identify where to store our data when not in specific systems
- provide the infrastructure to deliver IT service to the business and external customers, ready for future expansion into emerging technologies: a “cloud smart approach”
- connect our business to enable fully resilient, effective working, ready for future technology demands.

Our Insight Team will turn data into insight and insight into action. This will enable us to tailor our services, understand how we are performing and improve the services we provide as a business. Their work covers:

- Insight: Customer Insight, Business Insight, Place Insight, Government Insight and Research
- Performance: KPI/PI Alignment and Matrix, Performance Management Framework, Performance Culture and Performance Delivery / PowerBI
- Reporting: Delivery of reports from existing systems, Data Cleansing, Data Governance, Data Maturity and creation of a new reporting function in our Single Systems going forward.



We adopt smart technology in our homes and other assets to inform us as to how they are performing – technology that supports us in managing and maintaining data, or digital access for our colleagues and customers.”



What do we need to be successful?**Successful implementation of the strategy will require:**

- Sufficient business resource in place to complete all the preparatory work required for single systems and to obtain the necessary approvals
- Understanding and provision of support for corporate-wide ambitions with respect to technology (including digitising, virtualisation, automation, emerging technology)
- Exploration and definition of future ambitions with respect to customer, colleague and business insight – not just for data analysis but also predictive analytics and data modelling.

How will we meet our commitment to deliver value for money in all that we do?

- We will deliver IT solutions that enable our colleagues to work more efficiently and with more capability while making sure we get excellent value for money from each initiative.

How will we meet our commitment to equality, diversity and inclusion?**This strategy embraces our corporate position on equality, diversity and inclusion (EDI) which provides the following principles to guide adherence to EDI excellence:**

- Assurance that all activities undertaken in the delivery of this high-level IT strategy will be robustly impact assessed to ensure we remove barriers and prevent systemic discrimination. The impact assessments will be embedded within the project framework and will inform planning and delivery of each priority/activity.
- The provision of technology and tools that enable any prospective colleague/customer to work with us (actively tackling physical barriers to employment or engagement)
- Dedicated Insight Team resource providing reactive and proactive analysis describing our inclusivity effectiveness, (including but not

limited to, the active monitoring of the quality of our EDI data) allowing us to understand, make decisions and support our colleagues and customers

- We will always consider the commercial sensitivity of the data we hold and adhere to all applicable laws.

What are the main risks?**Key risks associated with this strategy are as follows:**

- We do not understand or manage regulatory and legal requirements fully or effectively
- Our timeline, which is driven by the need to enable the rest of the organisation to integrate, proves too ambitious
- We do not make the best use of finite resources
- Solutions do not deliver sufficient flexibility for future growth
- We do not minimise the risks associated with proprietary knowledge.

How much are we investing in our IT and Innovation strategy?**Areas for investment include:**

- We will invest in areas of growth or additionality that increase the financial strength of Abri, with the integration of our IT systems expected to deliver significant economy and efficiency benefits, year-on-year.

Conclusion

This is an **ambitious IT integration** enabling plan which seeks to bring together our two **legacy organisations** in a cost-effective, **business-focused** and timely way. It is an **enabler** for business-wide integration and sets **strong yet flexible foundations** for further growth or diversification. We will develop a follow-up **IT Strategic Development Framework** to provide a means to deliver operational and corporate **strategic** ambitions in a fluid and **responsive way**.



We will embed a Safer Together culture to support the achievement of all our business objectives.”





Health, Safety and Business Continuity Strategy

The strategy, in a nutshell...

Our health, safety and business continuity strategy builds on the great foundations from Radian and Yarlington to make sure we continue to protect our customers, colleagues and the wider community. It will help us to improve our commercial performance, improve productivity and remain a strong, resilient organisation, one that is capable of withstanding future shocks. The strategy is underpinned by new technologies and ways of working. We will strive to achieve excellence in health, safety and business continuity by adopting a continuous improvement approach. We will embed a Safer Together culture to support the achievement of all our business objectives.

Health, Safety and Business Continuity Strategy

Why is this important?

The core focus of our health, safety and business continuity team is to add value to our organisation by building improved resilience and resolving the root causes of poor health and safety performance. This will help Abri to retain the support of all its stakeholders and deliver our corporate strategy. Effective management of health, safety and business continuity is an enabler rather than a blocker of operational activity. By applying lean management principles and a culture of continuous improvement, we will eliminate the waste from disruption and improve productivity.

Our priorities

1. Strategic Planning: Define, develop and implement a robust set of health, safety and business continuity plans for our business to structure the delivery of the strategy
2. Risk Management: Drive accelerated change ensuring full compliance and the resolution of any areas where our organisation is exposed to an unacceptable level of risk
3. Culture and Leadership: Key initiatives to drive positive culture growth supported by a strategic communications plan targeting wellbeing, behaviours and personal safety
4. Data and Insight: Full automation of internal health, safety and business continuity data capture and reporting to provide us with the right insights at the right time to tackle issues
5. Continuous Improvement: Applying lean management principles to our health, safety and business continuity activity to deliver continuous improvement across the business
6. Audit and Reporting: Implementing a programme of work that will ensure the constant review of performance and continuous improvement across our organisation.

What are we going to do?

We will:

- put in place three lines of defence for significant business risks
- implement a new health, safety and business continuity system
- complete the integration of health, safety and business continuity teams
- achieve ISO 45001 accreditation in the year 2022/23
- have formal, benchmarking agreements in place by 2022/23 so we can compare our performance with the best in class.

How will we make sure our strategy works?

We will:

- identify and monitor Key Performance Indicators to track the progress of the programme across the organisation and in individual departments.
- develop a common balanced scorecard to ensure that we can readily benchmark internal progress
- review the progress and success of this strategy within our existing governance arrangements.

What do we need to be successful?

Successful implementation of the strategy will require:

- senior leadership support for the resolution and management of risk
- a successful culture change programme to promote Safer Together behaviours
- effective communications programme
- contractor selection and vetting
- expanding, updating and adhering to our range of risk assessments and method statements
- delivery of the fire safety projects and actions monitored through the Fire Safety Working Group and the Development, Asset and Investment Group (DAIG).



We will put in place three lines of defence for significant business risks.”



How will we meet our commitment to deliver value for money in all that we do?

- We will adopt lean principles in our investment in health, safety and business continuity and make sure it is effective in meeting business needs.

How will we meet our commitment to equality, diversity and inclusion?

- This strategy provides a framework for delivering a healthy, safe and resilient organisation. In doing so, our organisation will comply with relevant legislation, custom and practice.
- All activity related to this strategy will be subject to an equality impact assessment and wherever possible we will remove the potential for adverse impacts. In implementing this strategy, we will not discriminate against a person because of any specific protected characteristics.

What are the main risks?

- Customer or colleague injury or ill-health
- Fatal incident
- Damage to our reputation in the community
- Negative press coverage
- Brand damage

- Negative impact on sales and investment
- Civil Actions
- Legal Enforcement Action (e.g. improvement notices / prohibition notices)
- Criminal prosecution (e.g. fines / custodial sentences).

What are we investing?

We will invest:

- £70,000 in the automation of the health, safety and business continuity management system to remove bureaucracy, streamline processes, improve productivity and resilience
- £30,000 in ISO accreditations
- £40,000 in automating health and safety in Commercial Services
- £30,000 in an external audit and review.

Conclusion

Applying continuous improvement principles to our health, safety and business continuity programme will help to secure the future resilience of our organisation. With focus and commitment, Abri can become exemplars of best practice in health, safety and business continuity. Our ultimate goal is to become world class across all the main areas that our organisation needs to address to be successful.



We will make sure that Abri delivers the benefits of the partnership by executing a clear plan, reinforced by defined and repeatable processes at the level of each project."





Integration Strategy

**The strategy, in
a nutshell...**

**To integrate our organisations and
maximise resources, assets and human
capital to make a bigger positive
impact than either of our two legacy
organisations could alone.**

Integration Strategy

Why is this important?

This strategy describes how we will bring Radian and Yarlington together. Integration will make sure we have one of everything and that we are able to deliver the full benefits of our exciting new partnership.

Our priorities

1. Business-led activity: The content and ambition of integration comes from the business, not the corporate centre
2. Protect business-as-usual activity: At all times, we will protect our ability to maintain business as usual while undertaking change
3. Pursue value: We will use value to work out our integration priorities and guide our decisions
4. New Programme Management Office (PMO): The PMO will support the business with managing projects and change
5. Sequenced work: With so much to do, and so many connections, we will sequence work and outcomes carefully, rather than go for a 'big bang' delivery
6. Protected scope: Integration is a discreet discipline of unification. It differs from other ways of making our organisation better, cheaper or different. To make sure integration can draw a line and complete on time, we will be clear about scope and avoid scope creep.

What are we going to do?

We will:

- develop a thorough understanding of our current businesses and our definition of success
- create an inventory (or stock-take) of legacy business processes, systems, contracts, people and technology
- review the partnership business case to identify additional savings and/or benefits
- identify the risks our legacy businesses are carrying
- create a shared and agreed view of the desired end state or goal
- prioritise protecting business as usual
- align plans and resources with service transformation
- take the best from each organisation wherever possible
- create and implement a communication plan to translate integration into ordinary language
- inform and involve colleagues and customers in our change journey
- obtain colleague and customer feedback on their attitudes towards integration
- develop repeatable, standardised ways of working that we can apply to future partnerships
- ensure each business area produces individual plans showing clear links to the integration benefits owned by that function
- work collaboratively with each business area to create the necessary project plans to be run as linked projects within the total Integration Programme, with oversight from the PMO

- create a Master Integration Plan to draw together each business directorate's high-level plan and the project plans
- validate the delivery of benefits and identify opportunities for further synergies, with the ambition of driving synergies over and above the full business case for the partnership
- document learned lessons and apply these to each subsequent integration delivery.

How will we make sure our strategy works?

We will approach integration with an awareness of the needs of the wider business, by putting the delivery of value first and with a thoroughness of discovery and planning, to achieve a successful result. Our implementation plan will be laser-focused on the specific discipline of integration, as distinct from the supplementary activity of business optimisation.

We will create a single, robustly managed portfolio of change, consisting of a business-led programme of activity, owned by the Programme Management Office (PMO).

All decisions made in implementing the strategy will be made in consideration for our Guiding Principles:

- To protect business as usual at all times, and our customers' quality of experience
- To deliver the underlying value at the heart of the partnership's integration
- To take account of the interdependent nature of things when sequencing our plans
- To align our business-critical architectures and their enabling systems
- To be relentless in seeking out minimum viable product.



We will work just as hard on cultural change, communication and taking people with us as we will on the formal project management aspects of our change programme."



What do we need to be successful?

Successful implementation of the strategy will require:

- A business-led structure, with dedicated programme teams facing off to business Functional Leads, ensuring each programme team understands the context of their project work and builds stronger working relationships
- Programme teams supported by the PMO's Analytics and Change Management capabilities
- PMO resources and a Change Management function:
 - Project Managers to provide management and support to the projects within the programme
 - Change Managers and Change Agents to provide execution support for colleague engagement, business readiness, embedding of change and benefit realisation
 - Business Analysts to provide business mapping, analysis and optimisation advice to the processes within the projects
- Business resources:
 - An Integration Lead from each business area to create and own (in collaboration with PMO) their high-level integration plan and responsibility for benefit delivery
 - Business Subject Matter Expert's to provide support to Integration Leads during all phases of the programme
- Effective governance and control comprising of the Integration and Transformation Committee (ITC), the Change Working Group (CWG) and subordinate project groups, supported by project management disciplines, strong communication and Fit4Business to manage change.

How will we meet our commitment to deliver value for money in all that we do?

- Through integration, we will ensure that all the benefits of the final business case are effectively delivered. We will track investments and savings in a timely manner and challenge them to ensure that they demonstrate economy, efficiency or effectiveness.

How will we meet our commitment to equality, diversity and inclusion?

- The Equality Act places a specific duty on organisations to give due regard to the impact their policies, programmes and functions have on protected characteristics
- The process of undertaking equality impact assessments will allow for the organisation to take account of any EDI considerations at the start of all projects and programmes
- The Equality Impact Assessment process has been embedded into the current project management framework and will support planning and delivery of projects.

What are the main risks?

- Synergy Risks: inadequate planning for operational synergy
- Structural Risks: mismatched structures and processes
- Project Risks: obstacles to successful component delivery
- People Risks: not securing the cooperation and participation of colleagues to support the change.

What are we investing?

Main areas of investment will include project management and business analysis resource while the costs of individual components that are changed/transformed will sit in the budget for those discreet areas.

Conclusion

Integration is the critical process by which the benefits of partnership are realised. It is a process that involves complexity and risk. We will make sure that Abri delivers the benefits of the partnership by executing a clear plan, reinforced by defined and repeatable processes at the level of each project. We will work just as hard on cultural change, communication and taking people with us, as we will on the formal project management aspects of our change programme.



We will use technology to deliver services in a way that recognises customers' busy lives and offers simple and effective solutions to everyday needs."





Customer Strategy

The strategy, in a nutshell...

We will strive for 100% customer satisfaction, building on the strong foundations of the Voice of the Customer (VOC), Customer Charter and our Customer Portal. We want our customers to see us as their most trusted service provider. A service provider that always delivers on its promises. We'll get there by deepening our understanding of our customers, designing and delivering service excellence and creating easy-to-use, digital experiences. We'll support all of this with passionate, highly skilled and professional colleagues.

Customer Strategy

Why is this important?

We want to be among the best service providers, for all our customers. This strategy sets out how we plan to achieve that. Building on our previous customer strategy 'FOCUS', our new customer strategy creates further foundations, structure and capability so we can be among the best of the best. We want to create services and experiences that make our customers' lives better. And we will empower our customers, whoever they are and wherever they live.

Our priorities

1. Know our customer: To improve the insight we hold about our customers so we can make better decisions, including information from our Voice of the Customer framework, service benchmarking and customer campaign: #standinourshoes
2. Right first time: To redesign customer journeys to avoid rework, improve communications and create a centre of excellence in complaints handling, service recovery and root cause analysis, and deliver an externally accredited, proactive housing management that delivers our services efficiently and effectively
3. Connected customers: To provide customers with a choice of how to interact with us, including easy-to-use digital services, offering tailored customer choices and freeing up time and resources to support those customers who need the most help
4. Outstanding people: To attract, recruit, train and develop colleagues to be accredited Housing Professionals of the Future and to support and empower our people to deliver the best possible experience for customers while respecting our commitments to equality, diversity and inclusion and carbon neutrality.

What are we going to do?

We will:

- benchmark our customer service among the 'best of the best' across all sectors
- work in partnership with our customers, putting their voice at the heart of our organisation and using it to drive innovation and the continuous improvement of our services
- improve the data we have about our customers and our homes to develop better insight
- implement a sector-leading, proactive housing management approach, best in class complaints handling and a true multi-channel service, giving our customers new and additional services and a choice in how they interact with us
- design and implement a new service model
- obtain external accreditation for our customer service
- invest in developing the housing professionals of the future, delivering our services through professionally accredited customer-facing and back-office teams with a genuine understanding of the housing sector.

How will we make sure our strategy works?

- We will deliver our services through a multi-channel approach. Customers will be able to access our services 24/7 and in a way that best suits their needs. We will use technology to deliver services in a way that recognises customers' busy lives and offers simple and effective solutions to everyday needs. This means we can spend more time supporting those customers who need us the most
- We will have an outstanding repairs and maintenance service that will be best in class. We will focus on achieving top quality service where it matters most and bring new and creative thinking into our organisation. We will work with the Institute of Customer Service to become professionally accredited in customer excellence and ensure that we deliver our services in the most efficient way
- The creation of the Voice of the Customer dedicates a major part of our organisation to the customer experience. This is underpinned by the commitments we make in our Customer Charter. We will work in partnership with our customers to constantly review our performance and seek ways to improve it. We will hear our customer voices and act upon them. We will consult with our customers on those things that matter most and invite them to be a part of the changes
- We will bring expertise, experience and innovation to our vision of being a customer-obsessed organisation. We look forward to working in partnership with our customers to achieve our purpose of creating communities and empowering lives.

What do we need to be successful?

Successful implementation of the strategy will require:

- our entire organisation to engage in customer service delivery, obsession and 100% satisfaction
- budget and resources to realise our strategic ambitions
- collaborative design of services
- resources to support delivery of projects and embed change
- business integration including a single set of systems and data.



We look forward to working in partnership with our customers to achieve our purpose of creating communities and empowering lives."



How will we meet our commitment to deliver value for money in all that we do?

- We will demonstrate the cost of achieving the incremental increase in customer satisfaction and the value from achieving higher satisfaction rates.

How will we meet our commitment to equality, diversity and inclusion?

- We understand that we need to treat all our customers and staff equally and fairly. As a customer-centric organisation, we will put our customers at the heart of our work. Our Corporate Strategy, Customer Charter and VOC Futures set our approach, commitments and the standards by which we will achieve this.
- Equality and inclusion is not always about treating everyone the same – it is about recognising differences and treating people accordingly so that the outcome for each person is the same.
- We recognise that there are specific groups and individuals in society who experience discrimination, harassment and exclusion as a result of different aspects of their identity. This can have a profound impact on their lives and adversely affect the opportunities open to them.
- Equality, diversity and inclusion underpin all our activity with our customers. We will use equality impact assessments to help identify any adverse impact and remove barriers that exist, ensuring that our customers receive equal access, outcome and experience.

What are the main risks?

- Colleagues don't have the required capacity to deliver the strategy
- Lack of management and support for business as usual and Integration
- Changes to projected savings
- Not able to backfill key roles
- Integration, Transformation and business as usual activity causes change fatigue
- External factors (e.g. pandemic, regulatory and government) impacts the delivery timeline, delaying delivery and benefits realisation
- A worsening of the pandemic impacts colleague health and wellbeing and their ability to support the strategy.

What are we investing?

Over the next five years, we're investing:

- £2.2 million in our FOCUS programme
- £1.2 million in a digital doorway
- £1.3 million in service redesign
- £700k in customer insight, training and accreditation.

Conclusion

We don't want to be **simply the best** in the housing sector. Our customers **compare us** with every other service provider they deal with. We strive to be among the **best of all service providers**, for all our customers. Our customer strategy builds on our **FOCUS transformation programme** and creates further foundations, structure and capability to be among the best of the best and **create services** that make customers' **lives better** and help them **thrive**.



We want to create services and experiences that make our customers' lives better. And we will empower our customers, whoever they are and wherever they live."





Commercial Services Strategy

The strategy, in a nutshell...

This strategy will create one team to deliver essential customer services and gas compliance. We will bring together two separate business operations, cultures and operating models into one business which will enable us to deliver excellent customer service and continually improve what we do.

This strategy will create a team that is obsessed about delivering exceptional customer services. A team that will deliver the basics brilliantly and meets the needs of customers and colleagues. We will use new technology to deliver services in a way that is innovative and best-in-class. We will create an outstanding repairs and maintenance service and focus on achieving top quality service where it matters most, bringing new and creative thinking into our organisation.

Commercial Services Strategy

Why is this important?

We want to be among the top 10 companies for customer service. Our 400 commercial services' colleagues perform essential roles delivering front-line services and gas compliance. It is also one of our largest areas of business activity and will play a critical role in reducing our carbon footprint and delivering value for money.

Our priorities

1. Customer satisfaction: Listen, think and do. Real-time customer feedback. Customer Charter. Embrace the "Voice of the Customer".
2. Environmental impact: Eco-friendly. Materials sourced sustainably. Influence our sector. Responsible waste management
3. Internal business brand: Home-Care. Consistent team culture. Empowered and accountable. A new organisational delivery model
4. Growth and development: Build on experience. Increased in-sourcing. External Opportunities. Fit for the future. Invest in our People
5. Enable our people to thrive: Create a culture of equality, diversity and inclusion. Engage and retain our people and promote flexibility. Services accessible for customers. Develop our "Academy of Excellence"
6. Optimise to add value: Leveraging technology. Shaping our services to become as flexible and responsive as Deliveroo or the AA. Having the right structure. Everyone working with the same data
7. Keeping our colleagues and customers safe: Compliant and legal. Applying the Safety, Health, Environmental and Quality management model (SHEQ).

What are we going to do?

We will:

- create a new customer-focussed leadership team and operating model
- be best in class as measured by HouseMark for responsive repairs and value
- achieve ISO accreditation for quality management systems and environmental management
- achieve RoSPA (Royal Society for the Prevention of Accidents) and MORR (Management of Occupational Road Risk) accreditation
- achieve CHAS (Contractor Health and Safety) accreditation
- be carbon efficient in the way we source materials, manage our fleet and dispose of waste
- introduce a new internal business brand 'Home-Care' to deliver excellent customer service
- develop a successful in-source model to reduce the need for outsourcing
- introduce controls and checks for material, contractor and agency spend
- develop a bespoke Academy for colleagues focussing on the customer
- invest significantly in our multi-skilled technician programme (MST)
- introduce generic process across all regions with one data set
- implement an AA/Deliveroo-style operating model
- adopt the Safety, Health, Environmental and Quality (SHEQ) model for health and safety and environmental performance.

How will we make sure our strategy works?

We will create Task and Finish (T&F) teams from all parts of Home-Care to own and deliver each of our seven priorities. This team will engage with stakeholders and monitor delivery using an action plan facilitated by a newly appointed leadership team. Governance of the T&F teams will be under the umbrella of the Transformation and Integration project and led by a new dedicated role within Home-Care. This will ensure no duplication and alignment with corporate goals.

What do we need to be successful?**Successful implementation of the strategy will require:**

- resource capacity from the business to support delivery of projects and change
- cross-functional design of services and readiness
- single systems and data to enable DRS, Unified Comms, Total Mobile
- budget available to realise strategy ambition
- speed of governance and decision making
- external Supply Chains
- availability of PPE
- Covid-19 recovery plan and progress
- support from Abri's corporate centre.

How will we meet our commitment to deliver value for money in all that we do?

- We will leverage our investment in technology to enable productivity improvements and our colleagues to work smarter. We will investigate alternative options for the procurement and purchasing of materials to drive cost savings. We will also improve monitoring of sub-contractor cost, quality and customer satisfaction to deliver better social value, environmental sustainability and value for money.



We will be best in class
for responsive repairs
and value."



How will we meet our commitment to equality, diversity and inclusion?

- Our commercial services strategy outlines our approach to delivering safe, viable and responsive services to our customers. The strategy itself is a high-level document supported by a programme of action. EDI is embedded as a key enabler within the strategy ensuring that the Organisation exceeds its statutory and moral responsibilities in respect of the equality agenda.
- The seven key priorities specified in the strategy will be subject to individual equality impact assessments that will inform planning and delivery of the strategy. The assessments will ensure that the organisation is compliant with equality legislation, follows good practice and addresses any adverse impact on protected characteristics. The assessments will identify specific needs and support that will enable positive outcomes for all.

What are the main risks?

- Low uptake and use of customer self-service options
- Changes to future Asset Management investment plans
- Inability to recruit and/or accommodate internal growth
- Failure to comply with health and safety regulation and legislation
- Lack of real-time, accurate financial and performance information to share with customers
- Poor customer experience through inappropriate performance management of trades and sub-contractors

- IT systems do not provide more choices for customers
- Inability to recruit colleagues from under-represented groups into trades
- Failure to deliver professional apprenticeships programmes
- Lack of appropriate resources to focus on strategy delivery
- Failure to realise efficiency savings
- Brexit has a negative impact on labour and material shortages
- Growth in operating costs from reducing CO2 and/or supply chain economic changes.

What are we investing?

Over the life of this strategy we will invest in:

- Organisational re-design
- Technology, IT, hardware and training (transformation)
- Our Academy & Apprenticeships
- Procurement support
- Stabilising our current service delivery model
- Mitigating the impacts of Brexit
- Accreditations, submission and consultancy
- Customer awareness training.

Conclusion

This strategy will **successfully deliver** our vision to become **'customer obsessed'**, through our behaviours, practices and culture. **On our journey**, we will have implemented the following **key deliverables**: Abri Home-care, A fit for purpose leadership structure, Seven strategic pillars, Embedded the Voice of the Customer programme. Because of this strategy, **Commercial Services** will become a **great place to work** for every colleague and will ensure **Abri succeeds** in meeting our customers' needs **continuously**.



Achieving value for money in everything we do means that we will be able to do more for our customers and communities and fully realise the benefits of our new partnership."





Value for Money Strategy

The strategy, in a nutshell...

We have embedded value for money throughout our business at all levels. Delivering value for money includes achieving economy, efficiency and effectiveness in all areas of our business, taking into account the outputs achieved as well as the costs. Economy, efficiency and effectiveness are defined as follows:

- 1. Economy: minimising the cost of resources used while having regard to quality.**
- 2. Efficiency: the relationship between the output from goods or services and the resources to produce them.**
- 3. Effectiveness: the extent to which objectives are achieved and the relationship between intended and actual impacts.**

Value for Money Strategy

Why is this important?

Value for money is about Abri being as efficient and effective as we can in everything that we do, so that those efficiency savings can be reinvested back into the business to enable the delivery of our strategic objectives. The more efficient and effective we are in our operations and our decision making, the more we can deliver. Value for money is not about pure cost saving at the expense of quality of service or our longer term resilience – it is about understanding the cost and value of all decisions that we take and making sure we optimise the use of our resources and our assets. We acknowledge there may be a need for appropriate investment in order to deliver our long-term efficiency aspirations, and this investment needs to be evaluated to ensure that the savings produce the required return.

Our priorities

1. Integration and Transformation: £8.7m of efficiencies per annum by 2022/23
2. Procurement: £3m of efficiencies per annum (included in the overall target of £8.7m)
3. Community Investment and Social Value: £2.5m of Social Value savings
4. Abri Homecare: £4m of efficiencies per annum by 2022-23 (included in the overall target of £8.7m)
5. Development: drive value for money in how we procure and deliver new homes
6. Asset Management: optimise our investment of £215m in our existing homes
7. Rent Setting: ensure affordability of rents and use rent flexibility to deliver value for money
8. Customer services: achieve value for money in service delivery
9. Our Future of Work: transform our ways of working and office space to generate efficiencies and improve productivity
10. Group Optimisation: release additional capacity.

What are we going to do?

We will:

- deliver an annual budget and business plan incorporating demanding value for money targets
- monitor and track all value for money savings over the life of this strategy
- include a Value for Money report within our annual financial statements
- update our procurement strategy to align with our value for money strategy
- achieve the benefits set out in the approved final business case for the partnership
- take the best systems and processes from one of our legacy organisations
- realise the opportunities for savings through digitisation, service design and automation of the customer experience
- integrate and transform our procurement functions to release significant savings in terms of where and how we procure
- seek better value for money from evaluating the use of our procurement frameworks across our whole geography
- challenge consistently for monetary and social value for money on each tender and ongoing contract management

- leverage £1.2 million in additional funding and in-kind support through our partnership work with stakeholders
- work closely with our suppliers to implement a social value commitment within our Community Investment Zones
- target £2.5 million of social value created via our supply chain, over the five years of the strategy
- develop our presence within the social investment market and identify opportunities to raise additional funding into our community investment fund
- leverage technology to enable productivity improvements and our colleagues to work smarter
- improve monitoring of sub-contractor cost, quality and customer satisfaction to deliver better social value, environmental sustainability and value for money
- increase the use of in-house construction expertise to eliminate contractor profit and reduce build cost
- collaborate with partners to deliver more, more efficiently
- deliver 25% of our development programme by Modern Methods of Construction
- robustly evaluate each investment requirement on a Net Present Value basis
- deliver a programme of 100 proactive asset disposals over the next five years
- develop an understanding of the long-term investment needs for carbon neutrality
- evaluate regeneration opportunities for our existing assets
- consider and evaluate potential stock rationalisation of our existing assets
- research and demonstrate the affordability of our rents for our customers, across our geography and tenures
- consider the value for money provided to our business and our customers from applying social rent flexibility across our whole portfolio
- demonstrate the cost of achieving the incremental increase and the value from achieving higher satisfaction rates
- benchmark our customer service among the 'best of the best' across all sectors using the Institute of Customer Service to ensure we are achieving value for money in our service delivery
- improve the data we have about our customers and our homes to develop better insight and be able to make better decisions on how to allocate resources
- transform our office space, optimise our real estate portfolio, leverage community opportunities and co-locate our stores



We will monitor and track all value for money savings over the life of this strategy.”



- assess our Operating Model post-merger, identify efficiencies and optimise to achieve even greater flexibility and economies of scale for future growth
- deliver enhanced savings through the better use of assets and reduced travel expenditure, alongside other savings such as reduced printing
- release additional capacity by simplifying how Abri conducts its internal business
- adopt a consistent method of undertaking Investment Reviews and for benefit tracking.

How will we make sure our strategy works?

- We will ensure that a value for money focus exists at Board, Executive and operational levels throughout the group. We will reaffirm our corporate strategy and include value for money statements in all individual strategies within the group.

What do we need to be successful?

Successful implementation of the strategy will require:

- All appropriate group strategies to reference our Value for Money strategy
- Other strategies to be approved before the overall targets are agreed
- Budget, Business Plan and Golden Rules to be updated and agreed.

How will we meet our commitment to equality, diversity and inclusion?

- The Value for Money strategy is an integral part of Abri's overall corporate strategy and plan. It sets out and considers the financial challenges and opportunities facing the organisation and ensures that policies, services and functions are properly resourced and effectively delivered.
- The Equality Act places specific duty on us as a housing provider to ensure that due regard is given to the impact of our decisions and actions on protected characteristics. This includes making fair financial decision (the Brown Principles provides further guidance on this).

- The priorities stated in the strategy will be subject to an equality impact assessment to support and inform planning and to remove any adverse impact on any protected characteristic.

What are the main risks?

- Economy is confused with efficiency, and investments aren't made in time to generate savings in the long term
- Tracking of value for money savings becomes hard to monitor if not reported/challenged regularly
- Individual strategies evolve during the life of our value for money strategy, losing the ability to monitor performance against original desired outcomes.

What are we investing?

Main areas of investment will include:

- Time investment in tracking, reporting and reviewing of value for money.
- Single procurement system and workflow to optimise our supply chain
- Group-wide staff training in procurement processes.

Conclusion

Achieving value for money in everything we do means that we will be able to do more for our customers and communities and fully realise the benefits of our new partnership. To succeed, we have embedded a culture of value for money at every level within our organisation, including the rigorous identification and tracking of value for money savings across all our business activities.



We will position Abri as a friend of the government, an advocate of home ownership and a creator of homes and thriving communities."





Communication Strategy

The strategy, in a nutshell...

Our communication strategy is to Engage, Inspire and Influence:

1. To engage and inspire our colleagues with our purpose, vision and strategy and make this a great place to work
2. To increase our external influence and become a go-to, thought leader in housing that works in partnership with others to tackle the housing crisis.

Communication Strategy

Why is this important?

Communication has an important role to play in supporting the organisation's plans, in promoting positive perceptions of Abri and increasing our external influence.

Our priorities

1. Brand: To create a single identity, brand purpose and proposition for our new organisation. Embed a 'one company' ethos
2. Change communication: To support all business change and take colleagues and customers on our journey. To support the delivery of the benefits set out in the partnership business case
3. New offer to government: To align our public relations and public affairs strategy to position ourselves as 'friends of government' and one of the most trusted and credible go-to partners in housing
4. Customer obsession: To embed a culture of customer obsession across our organisation
5. Segmentation and targeting: To segment our audiences and adapt our communications approach to ensure everyone feels connected with our purpose, vision and strategy
6. Digital and social media: To create a single set of digital and social media platforms including corporate website, homes websites, intranet, Twitter, Facebook and Yammer.

What are we going to do?

We will:

- communicate integration plans clearly so that we deliver the benefits set out in the partnership business case
- deliver a programme of leadership, corporate internal and change communications to position our new organisation as a great place to work
- position our new organisation as a friend of the government, an advocate of home ownership and creator of homes and thriving communities among our stakeholders
- implement our new brand consistently
- deliver a communication campaign to embed a culture of customer obsession across our organisation
- clearly explain our corporate purpose and strategy and place colleagues at the heart of delivering our organisation's objectives
- deliver communications efficiently and effectively, balancing the use of in-house and external resources to get best value for money.

How will we make sure our strategy works?

We will:

- communicate a positive vision of the future and why we're changing
- use a wide range of tools and techniques to reach different audience groups
- consult on major changes that will have a big impact on colleagues
- ensure our communications maintain pace and interest, without becoming distracting or overbearing
- ensure leaders and managers are visible and can speak confidently and positively about the future
- provide opportunities for staff to have their say, ask questions and raise concerns
- celebrate success and the positive difference we make
- align our PR position and messaging with the government
- shape government policy by responding positively to consultations
- develop our personal relationships with key stakeholders
- improve communication with our stakeholders through a new CRM platform
- align with like-minded organisations to increase our influence and thought leadership
- adopt a proactive media relations approach, promoting news stories, developments, opinion pieces and our spokespeople
- focus on the following awards: UK Housing, National Housing, Inside Housing, Chartered Institute of Housing, Sunday Times, Housing Heroes, Women in Housing, TPAS
- regularly assess if our communications are effective and adapt our plans if necessary.

What do we need to be successful?

Successful implementation of the strategy will require:

- Audience insight
- Technology and IT support
- A new brand name, identity and proposition
- New corporate and homes websites
- Unified internal communication channels.



We will deliver communications efficiently and effectively to obtain best value for money."



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How will we meet our commitment to deliver value for money in all that we do?

- We will deliver our communications efficiently and effectively and obtain best value for money from our suppliers and agencies through our procurement practices.

How will we meet our commitment to equality, diversity and inclusion?

- This strategy sets out the framework of how we will implement and manage our communications and engagement activities. It provides direction on all media, online, internal, external marketing, publications and public relations communications activity which the organisation will undertake. The strategy ensures that communication between Abri and its stakeholders is always appropriate, engaging and effective.
- The key priorities specified in the strategy will be subject to individual equality impact assessments that will inform planning and delivery of the strategy. The assessments will ensure that the organisation is compliant with equality legislation, following good practice and addresses any adverse impact on protected characteristics. The assessments will identify specific needs and support that will enable positive outcomes for all.

What are the main risks?

- Colleagues do not have consistent technology and cannot access all content
- Potential resistance to new technology and new ways of communicating
- Content not relevant to all audiences and people become disengaged
- Content is not consistent with our brand, and/or is not clear, consistent and high quality
- We do not retain colleague, customer and stakeholder trust through change
- High volumes of work could limit our capacity for change.

What are we investing?

Main areas of investment include:

- Our rebrand
- New Abri corporate and homes website.

Conclusion

This strategy sets out how we plan to **engage and inspire colleagues**, customers and stakeholders, with our purpose, **vision and strategy**. It will improve colleague **engagement** and enhance external perceptions of Abri. This will help create **support** for our strategy and more **opportunities** to work in partnership with others to deliver our core purpose: **creating communities and empowering lives.**

This document sets out how **individual, functional strategies** contribute to our corporate strategic priorities and our big three commitments. It also provides a summary of each strategy for easy reference.

We hope you enjoyed learning more about how all of us, both individually and collectively, can help Abri become a top ten provider by scale, for customer service and one of the top ten best places to work in the UK.

If you have any questions on our functional strategies, please contact the relevant member of the senior leadership team.



Creating communities,
empowering lives

Communities

**People and Organisational
Development**

**Development and
Asset Management**

IT and Innovation

**Health, Safety and
Business Continuity**

Integration

Customer

Commercial Services

Value for Money

Communication



Creating communities,
empowering lives