Building for the future

Selwood Housing corporate strategy 2023

Selwood
Housing

Introduction

Welcome to Selwood Housing's corporate strategy 2023, where we outline our vision, challenges, key principles, values, actions and targets for the next few years.

Barry Hughes
Chief executive
Selwood Housing

Vision

We provide and invest in local affordable homes and services that make customers and staff proud and our staff love working for Selwood Housing and will recommend us to their friends.

To achieve this, we have systems and processes that work together to deliver quick and effective services; we get things right first time.

We listen to our customers and involve them in our work.

Our teams work together as one team to deliver our overall objectives.

We use technology to support our work and can take advantage of new opportunities as they arise.

External environment

The expectations on housing associations from government and customers are increasing rapidly.

- Our customers' expectations are increasing with higher standards expected and quicker response times.
- We have seen changes in the way we work after the coronavirus pandemic with many staff now expecting hybrid working options.
- Standards of safety and compliance are rightly rising, with damp and mould now a key issue as well as other compliance requirements.
- There are high expectations of how we communicate with and involve our customers, their voice must be heard and influence our work.
- Movements like Black Lives Matter have highlighted the importance on equality, diversity and inclusion for both our customers and staff
- We need to provide quality homes and neighbourhoods.
- We need to achieve environmental targets to reduce carbon emissions from our properties and reduce our customers' fuel use.
- Funders and other stakeholders are increasingly interested in company's environmental, social and governance (ESG) credentials.
- There are still high levels of housing need in our local area and a wide housing affordability gap which we need to address.
- Technology is changing rapidly which can bring opportunities, but only if we are able to take advantage of them.
- Changes in the labour market are making recruiting and retaining staff increasingly difficult.
- The regulator is being given additional powers to monitor the work of housing associations through consumer regulation.

These rising expectations are against a backdrop of a much more difficult economic environment where inflation is high, which has pushed up our costs, and interest rates have moved up quickly, greatly increasing our cost of borrowing. We have also seen below inflation increases in rents which adds further stress to our financial model.

We recognise that these economic problems are also having a big impact on our customers and staff, and we need to direct them to support where possible. We must also recognise the impact of struggling contractors and suppliers and partnership issues.

As well as these known issues, we need to be able to respond to other challenges that will, no doubt, appear in the coming years.

Our challenge

We need to understand and simply articulate the key challenge that faces us in responding to the external issues before we can create a strategy that addresses those issues.

What is striking about the external challenges is that there are so many of them and most of them have high levels of uncertainty or are changing rapidly as expectations increase and technology develops. It is the volume of issues and the uncertainty that presents us with our key challenge.

Our key challenge is:

To be able to deliver on a wide range of complicated, changing targets to meet rising customer expectations

There is such a lot of change that it would be easy to end up with different parts of the organisation pulling in different directions, moving at different speeds and having different priorities. This will lead us to a position where delivering any meaningful change will be very difficult.

Key principles

We cannot predict the future with any degree of accuracy so, rather than lay out a detailed timeline, we identify the key principles that will allow us to address this challenge.

Our principles are:

To ensure our people are motivated, skilled and able to deliver for our customers

Having the right people in the organisation is a fundamental requirement before we can hope to deliver on our objectives. We will work to attract the best candidates and give our staff opportunities to develop so that they can be a part of a great team.

To deliver excellent value for money services

We are a charity and must make the best use of the resources that we have. Value for money is a balance between performance, quality and cost and we strive to always deliver the best value for money that we can.

To respond quickly and effectively to our customers' needs and the changing environment we operate in

The pace of change continues to increase, and we need to be agile and dynamic so that we can keep pace with changes. To do this, we will put in place the right structures, processes and mindset to allow us to move quickly.

To retain our local focus which is one of our key strengths

We have always operated in a small area and we see this as a strength. The advantages it brings are:

- We have a strong local focus
- We can get to our homes quickly when needed
- It is easier for our customers to get involved with and shape our services
- Our staff spend less time travelling between homes and areas
- Most of our staff live locally and know the areas and communities we work in
- We can maintain good relationships with the local authorities and other partners and stakeholders that we work with
- Our surpluses are reinvested locally
- Most of our staff are recruited locally
- We use locally based suppliers and businesses where it delivers value

Values and behaviours

Our values define and underpin how we work. They mean that staff know what is expected of them and customers know what they can expect from us.

Customer focused
By focusing on our customers we are able to provide a high-quality service with integrity

One team
By working as 'one team' we consider others.
It also allows us to work collaboratively to successfully achieve a common goal

Honest
By being honest we can fix issues before they become problems

Dynamic
By being dynamic we are able to come up with new ways of doing things, think outside the box and come up with solutions to any existing or potential problems

We have defined behaviours that describe the values further.

Building for the future

Our key principles and values combined is what will help us 'build for the future' in years to come.

Actions

To address our key challenge we will take the following actions:

Coordinate and prioritise our work

There is a lot that we want to do, and we will only achieve our goals if we clearly coordinate and prioritise our work.

We will have a portfolio of projects and initiatives across the organisation and, where possible, we will use an agile approach to deliver this work. These projects and initiatives will cover new areas of work as well as improvement to our existing services.

The prioritisation will be clear on those things that we will not do, those things that we will do quickly, and those things that we will do to a high level, as they are the most important to our customers, staff and stakeholders. We will still deliver high quality services alongside the improvement work.

So everyone is clear on priorities and progress we will set clear quarterly targets and communicate frequently.

Create the right culture

We need to have a culture of working quickly, delivering high quality services and hitting project milestones. We also need to be able to respond quickly to change.

To achieve this culture we will embed our values across the organisation, particularly how we work together as one team for the same overall goals.

We will train our people so that they have the right skills to complete their work efficiently and effectively.

We will encourage our managers and staff to be pro-active about involving or informing the right people (colleagues, customers, partners) in their work whilst moving things forward quickly.

Work in the right way

The customer is at the heart of what we do, and we will consult them where appropriate and get their feedback quickly.

We will use data to inform decision making but be careful that we do not over-analyse and still move quickly. Where possible we favour a quick decision over a perfect decision.

We work together as one team with central services enabling the operational teams to deliver.

Build partnerships

We will work closely with partners and suppliers where they have expertise that we do not have and can help us to move more quickly.

Be flexible by design

We recognise that our operating environment and objectives will change over the coming years.

We take this into account in the way that we design and build our processes and supporting infrastructure so that they are flexible for future changes and support our aspirations.

Targets

If we are able to address the key challenge that we face through the actions above, then we will be able to achieve our targets.

We know from our customer conversation that the most important things to our customers are repairs, safety and the environmental efficiency of our homes.

These areas are all addressed in our targets which are:

- **Ensure that our homes are safe, in line with all relevant legislation. This includes all areas of landlord health and safety including gas, electricity, fire safety, damp and mould, asbestos, legionella etc.**

- **Our asset management strategy outlines our approach to reaching our environmental targets, which are for all our properties to be at SAP C level by 2030 and carbon-neutral by 2050.**

- **Build 1,700 new homes in the next ten years.**

- **Deliver our Horizon programme of transformation to time and budget achieving the targeted outcomes. Horizon is our programme of work, to create new inclusive digital services, so we deliver an even better experience of working with and at Selwood Housing. For customers that means they will have a greater choice, as they will access our services on any device at a time and place of their choosing. For our people that means we will simplify and improve how we work. This will free up our time for those customers who really need our extra help.**

- **Deliver other projects to time and budget. Deliver other projects to time and budget. Our portfolio of projects is dynamically changing through the year so which additional projects we will deliver is not clear at the time of writing.**

- **Maintain compliant governance and viability ratings with the Regulator of Social Housing.**

- **Comply with regulatory standards**

- We set targets against the regulatory value for money and tenant satisfaction measures, these are in appendix 1. There may be some exceptions where we have made specific investment decisions but generally we want all of our measures to be at the median for the sector as a minimum.

- In addition to the regulatory performance measures, we have set other targets mostly relating to our people and culture. These are measures of staff turnover and the scores in our monthly survey of staff.

- We have signed up to and will implement the requirements of Together with Tenants.

- We have a clear approach to equality, diversity and inclusion and will implement our action plan during 2023-2025.

- We have now achieved Investor in People Gold and are targeting moving up to Platinum in our next assessment in 2024.

Selwood
Housing

Selwood Housing Society Limited
Bryer Ash Business Park, Bradford Road,
Trowbridge, Wiltshire BA14 8RT

T. 01225 715 715
E. info@selwoodhousing.com
selwoodhousing.com

Appendix 1

Measure	Target 2022/23	Actual YTD Oct 22	Target 23/24	Benchmark NHF sector scorecard 21/22		
				Lower quartile	Median	Upper quartile
Value for money metrics						
Reinvestment	7.3%	6.2%	7.0%	2.7%	5.7%	7.9%
New supply (social)	2.3%	2.3%	2.1%	0.0%	1.2%	2.1%
New supply (non-social)	0.0%	0.0%	0.0%	N/A	N/A	N/A
Gearing	35.9%	30.2%	36.7%	19.0%	35.8%	48.6%
EBITDA MRI interest cover	122%	389%	103%	122%	182%	249%
Headline social housing cost CPU	£5,240	£4,043	£5,548	£3,658	£4,230	£5,519
Operating margin (social)	11.4%	23.9%	16.4%	15.0%	22.2%	28.1%
Operating margin (overall)	12.8%	18.2%	17.5%	12.7%	20.2%	25.9%
Return on capital employed	1.4%	1.2%	2.5%	2.0%	2.8%	3.7%

Measure	Target 2022/23	Actual YTD Oct 22	Target 23/24	Benchmark Housemark (where available)		
				Lower quartile	Median	Upper quartile
Consumer metrics						
Measured directly						
RP01 - Homes that do not meet Decent Homes Standard	0.02%	0.04%	0.04%		0.17%	
RP02 - Repairs completed within target timescale	90%	94.6%	94.6%	77.7%	85.5%	94.1%
BS01 - Gas safety checks	100%	99.98%	100%	99.43%	99.97%	100%
BS02 - Fire safety checks	100%	100%	100%	N/A	N/A	N/A
BS03 - Asbestos safety checks	100%	97.91%	100%	N/A	N/A	N/A
BS04 - Water safety checks	100%	100%	100%	N/A	N/A	N/A
BS05 - Lift safety checks	100%	100%	100%	N/A	N/A	N/A
NM01 - ASB cases relative to size of landlord (per 1000 units)	4.46%	37.64	37.6	N/A	43.24	N/A
CH01 - Complaints relative to size of landlord (per 1000 units)		25.80	25.8	N/A	33.58	N/A
CH02 - Complaints responded to within Complaint Handling Code timescales	94%	75%	83%	67.5%	83.2%	94.98%

Measure	Target 2022/23	Actual YTD Oct 22	Target 23/24	Benchmark Customer perception provider Q1-Q3 22/23 YTD		
Tenant satisfaction measures						
TP01 - Overall satisfaction survey	N/A	N/A	75%	70%	75%	84%
TP02 - Satisfaction with repairs	N/A	N/A	75%	68%	75%	84%
TP03 - Satisfaction with time taken to complete repair	N/A	N/A	71%	60%	71%	78%
TP04 - Satisfaction that home is well-maintained	N/A	N/A	71%	66%	71%	80%
TP05 – Satisfaction that home is safe	N/A	N/A	78%	74%	78%	83%
TP06 – Satisfaction that landlord listens to tenants' views and acts upon them	N/A	N/A	66%	54%	66%	76%
TP07 - Satisfaction that landlord keeps tenants informed about things that matter to them	N/A	N/A	75%	68%	75%	83%
TP08 - Agreement that landlord treats tenants fairly and with respect	N/A	N/A	80%	74%	80%	84%
TP09 - Satisfaction with landlord's approach to handling of complaints	N/A	N/A	51%	38%	51%	60%
TP10 - Satisfaction with communal areas	N/A	N/A	68%	61%	68%	73%
TP11 - Satisfaction that landlord makes positive contribution to neighbourhoods	N/A	N/A	67%	59%	67%	74%
TP12 - Satisfaction with approach to handling ASB	N/A	N/A	65%	55%	65%	69%

Measure	Target 2022/23	Actual YTD Oct 22	Target 23/24	Benchmark Housemark (where available)		
Other measures						
Pulse survey average score	7.1	7.1	6.9	N/A	N/A	N/A
Staff turnover (total)	21.9%	28.6%	20.0%	22.60%	18.25%	14.45%
Staff turnover (voluntary)	15.8%	19.9%	15.0%	18.78%	14.85%	11.40%
Sickness	4.0%	4.8%	4.0%	3.60%	4.91%	5.88%