



Alliance
homes

home
repairs
service

Alliance
homes

PLAN A 2.0

2022-27

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DEVELOPING OUR STRATEGY

Plan A 2.0 sets out our strategy for the next five years, 2022-27.

It's an evolution of our ambitious Plan A strategy, that set a new direction for Alliance Homes in 2017.

This strategy has been updated based on current insight from our customers and following engagement with colleagues, customers, and other key stakeholders.

It's made up of a number of parts which will help us to achieve our purpose – 'why we exist'.



WHO WE ARE

Alliance Homes is a housing association that makes a positive difference to people's lives. Our core business is providing and managing homes. We own and manage 6,541 homes and 1,675 other properties.

We're helping to tackle the national housing shortage by building at least 2,000 affordable new homes across our operating areas over the next 10 years.

There are other activities that add value to what we do, and we place a strong emphasis on partnership working to deliver these services. We work with a range of partners from other housing associations to build homes, to community organisations and our strategic partner North Somerset Council to deliver support services.

We provide repairs for other providers through our Home Repairs Service, which is a partnership with Brighter Places and Bristol Community Land Trust.

We operate primarily in North Somerset but stretch to the surrounding local authority areas of Bristol, South Gloucestershire, Bath and North East Somerset and Sedgemoor.

Supporting 12,485 customers, we employ 350 colleagues and have an annual turnover of £43m.

FAST FACTS

HOMES

6,541



CUSTOMERS

12,485**



COLLEAGUES

350



GARAGES
AND SHOPS

1,675



MANAGING
ASSETS WORTH
£1.2BN*



* Estimate average valuation

** Includes providing repairs to Brighter Places, Bristol Community Land Trust and support on behalf of North Somerset Council

WHY WE EXIST

Our purpose is clear. We exist to create great places to live that our customers are proud to call home.

We believe that a secure home is central to the success of people's lives. We offer safe, secure, and affordable homes that our customers can make their own.

But it's not just bricks and mortar. We care about the people who live in our homes, and we provide support services and help our neighbourhoods to thrive.



OUR BELIEFS

At the core of our view of the world, is the belief that everyone has the right to a decent home. To belong, feel safe and be able to thrive in a successful community.

We believe that people have to share responsibility for success. We can play an important role by giving people opportunities; a hand up.

We can only do this by being a financially strong, viable business. We're clear about our risk appetite and what value for money for our customers looks like. We understand what our core business is and where we can work in partnership with others to maximise the best outcomes for our customers.

We live in a fast-evolving world. We're surrounded by new challenges, changes in policy and regulation and an urgency to tackle climate change. This strategy will help us to address these.



OUR FOCUSED FIVE

We're clear about goals through our five strategic areas of focus – our Focused Five. It's where we will channel our energy and resources. We hold ourselves to account and measure our success through our Key Performance Indicators (KPIs).

We've set objectives within each of these and are transparent about what success looks like through measurable targets.

We also recognise that the landscape is evolving and that we may need to flex our approach to how we achieve this over the course of this strategy.

The five areas are:

1. Delivering a great customer experience
2. Building more affordable homes
3. Investing in existing homes and neighbourhoods
4. Being a green and ethical business
5. Being a great place to work.

THE FIVE AREAS



**DELIVERING A
GREAT CUSTOMER
EXPERIENCE**



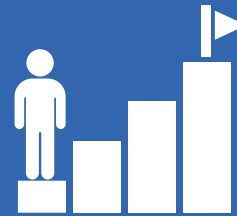
**BUILDING MORE
AFFORDABLE
HOMES**



**INVESTING IN
EXISTING HOMES AND
NEIGHBOURHOODS**



**BEING A GREEN AND
ETHICAL BUSINESS**



**BEING A GREAT
PLACE TO WORK**

DELIVERING A GREAT CUSTOMER EXPERIENCE

We want to be known for delivering a great service and supporting our customers to make every house a home. We routinely gather satisfaction data and insights from our customers and use this to make changes to our services. We want to make sure that access to our services is quick and efficient for all of our customers and that we are inclusive in our approach. We recognise we have a diverse customer base and have invested in customer research that helps us to better understand who our customers are and how we need to flex our services to meet their different needs.

ACTIONS

We will:

- Keep customers safe. This is our first priority, so we'll set a safety-first culture, ensuring our homes are regularly inspected in line with best practice and all work prioritised
- Invest in homes to ensure that they are well insulated, maintained, and affordable to live in
- Listen and act upon customer feedback, insights and engagement and will tailor our services to individual customers
- Be proactive in the management and maintenance of our homes, to better pre-empt customer needs
- Offer a range of support services to enable customers to thrive
- Offer our services in a range of ways and preference, including self-service.

MEASURES THAT MATTER/CRITICAL SUCCESS FACTOR

- 100% of our safety servicing and follow up works will be delivered on time and to a high quality
- At least 85% of customers will rate our core metric of meeting need for customers as 8/9/10
- At least 90% of customers who access our support services will rate them as 8/9/10.



BUILDING MORE AFFORDABLE HOMES

We're committed to playing our part in tackling the housing crisis. Investing in the supply of new affordable housing is core to our business, with ambitious plans to build at least 2,000 homes over the next 10 years.

Across our operating area, house prices are higher than national averages and the demand is growing each year. By investing in new affordable homes, we can enable more customers to create their home in mixed, sustainable neighbourhoods.

Our plans are not just about growth targets. We're motivated to build the right new homes in the right places by maximising our investment capacity to provide high quality, safe and affordable homes now and into the future.

ACTIONS

We will:

- Build high quality homes that enhance places
- Meet a minimum of EPC A for land-led development
- Prioritise building social rented housing
- Be innovative in our delivery to minimise our carbon footprint
- Continue to maintain and grow partnerships
- Maximise government grant funding for new homes.

MEASURES THAT MATTER/CRITICAL SUCCESS FACTOR

- Build at least 2,000 homes over the next 10 years
- Aspire to outperform our programme by at least 10%
- Achieve at least 95% customer satisfaction with new homes
- Secure at least £15m affordable housing grant.



INVESTING IN EXISTING HOMES AND NEIGHBOURHOODS

Managing our homes and neighbourhoods effectively underpins great customer service. Investing in existing assets to provide consistently safe, secure, warm, and affordable homes is a priority for us and our diverse customer groups.

Our approach will ensure that we invest in affordable warmth programmes, by improving the energy efficiency of our homes for customers and to meet challenging government targets. Additionally, a continual review of the performance of our homes to ensure they can meet quality standards in the long term will drive efficiency.

Home and neighbourhood are intrinsically linked. As well as asset investments, creating great places to live through targeted community-based initiatives will ensure we maximise resources and local impact.

ACTIONS

We will:

- Invest in energy improvement measures to improve the efficiency of homes
- Review our assets to ensure they're able to consistently meet quality standards and develop future use plans where they cannot
- Continue to invest in building safety requirements
- Work with a range of community partners to invest in neighbourhood initiatives
- Maximise grant funding for investment and neighbourhood projects
- Publish our annual performance against the Sustainability Reporting Standard for Social Housing (ESG).

MEASURES THAT MATTER/CRITICAL SUCCESS FACTOR

- Aim for 100% of customers to be satisfied with the standard of their home
- Meet 100% Decent Homes performance
- Meet EPC C by 2030
- Aspire to outperform EPC targets by 2028.



BEING A GREEN AND ETHICAL BUSINESS

We recognise the growing need to demonstrate environmentally sustainable business practices. Over the next five years we will invest in a range of initiatives to reduce our environmental impact and carbon footprint. We will embed green principles and develop ways to evolve our culture of sustainability.

As a social purpose organisation, operating ethically is key to our success. We'll continue to embed ethical practices through our supply chain, compliance with regulatory codes and underpinned by our AGAME values.

ACTIONS

We will:

- Develop our environmental sustainability roadmap
- Explore ways to reduce the carbon footprint of our office facilities
- Reduce the carbon emissions from our vehicle fleet
- Ensure our purchasing and supply chain arrangements meet high ethical standards
- Comply with the legal and regulatory framework for housing.

MEASURES THAT MATTER/CRITICAL SUCCESS FACTOR

- Achieve SHIFT Environment Sustainability Standard 'Gold'
- Achieve 100% compliance with mandatory carbon literacy training for colleagues
- Introduce electrically powered vehicles to deliver repairs service
- Introduce sustainable sourcing within our procurement activities
- Achieve 100% compliance with regulatory standards.



BEING A GREAT PLACE TO WORK

We recognise that to deliver all of customers' ambitions, we need to attract and retain the right people. We want to provide the best experience for our colleagues and strengthen our position in being a great place to work. Somewhere where our colleagues can be themselves, where they can grow and thrive every day. We have put a lot into creating an agile workplace and giving our colleagues the freedom, resources and skills they need to the job from their home, one of our hubs or working at hotspots in our communities.

Our refreshed AGAME values will support the way we do things and will help us deliver great services and retain a culture where we go the extra mile for customers.

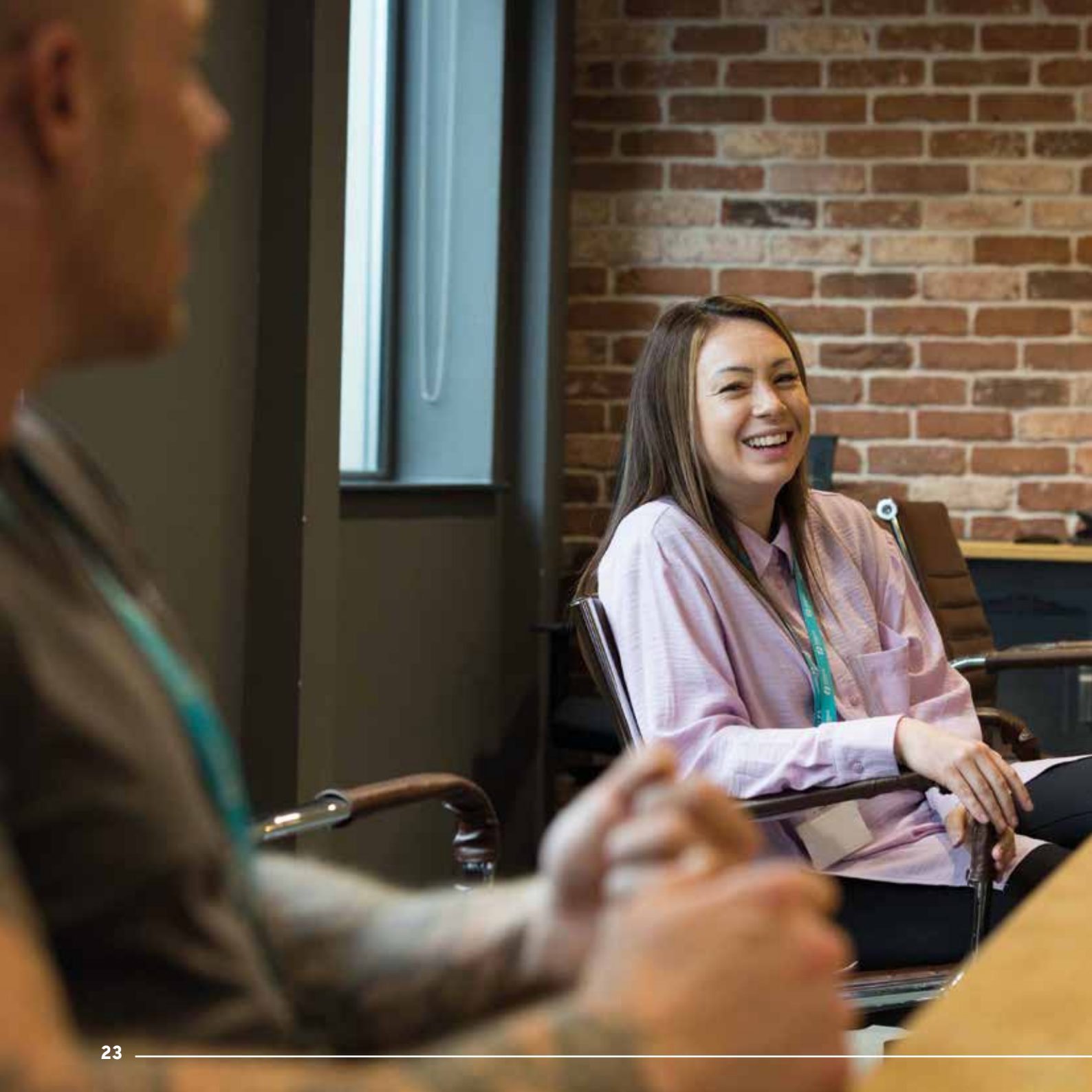
ACTIONS

We will:

- Attract and retain the right people; colleagues who share our values and purpose
- Create a diverse and inclusive culture where all colleagues feel cared for, connected, and can contribute to our success
- Invest in and enable our colleagues so they can be great today and in the future.

MEASURES THAT MATTER/CRITICAL SUCCESS FACTOR

- Achieve Great Place to Work Trust index accreditation
- 90% of new colleagues are retained for at least a year
- Set and achieve aspirational targets to improve our colleague diversity.



OUR PRINCIPLES

It's not just about what we do, it's also about our approach to how we work that matters.

LEADING WITH OUR VALUES

Our values are what makes us tick. Every day our colleagues bring their AGAME to deliver great services to our customers and to support each other to be the best we can be. Our values are:

				
AMBITIOUS FOR ALL	GENUINE	AWAKE TO OPPORTUNITY	MAKE THE DIFFERENCE	EFFECTIVE
We are one team aiming high for our customers	We are authentic and encourage everyone to be themselves	We are constantly curious and drive innovation through collaboration	We are proactive and strive to make a positive impact	We are professional and can be relied on to achieve consistently good results

PUTTING CUSTOMERS AT THE CENTRE OF EVERYTHING WE DO

Customers are always at the heart of our thinking and decision making. We have carried out a detailed piece of analysis to understand who they are and what matters to them. Their feedback and voice sit at the heart of our decision making.

BEING A TRUSTED PARTNER

We've developed our approach to partnership working. We've a strong partnership with North Somerset Council and some of the homes in our development programme are delivered in partnership with other housing associations. We also work collaboratively with a range of support agencies in our communities.

EMBRACING INNOVATION, CHANGE, TECHNOLOGY

We'll continuously seek to improve our service by innovating and investing in technology. Whether that's in our homes to how we manage and run our business.

BEING COMMERCIALY ADEPT AND FINANCIALLY RESILIENT

We'll manage our business to the highest standards. We'll ensure we deliver value for money for our customers and meet our regulatory requirements.





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