



# Strategy

## 2016-2021

we build / we train / we support : we are aspire

A decorative horizontal bar at the bottom of the page, consisting of four colored segments: a light orange segment, a yellow segment, a grey segment, and a dark purple segment.

# Introduction

**This Aspire Housing strategy is one of three strategies that underpin the Aspire Corporate Plan for the period 2016-2021. Together, our three businesses blend commercial expertise with social purpose, to revitalise communities by providing homes, training, employment and support. They each contribute towards our 2021 vision, 'Building Better Futures'.**

Aspire Housing is a leading housing provider, place shaper and property developer in North Staffordshire and South and East Cheshire, with over 8,500 homes in management and a significant number in the development pipeline.

We have a strong presence in Newcastle -under-Lyme, owning 91% of Registered Provider stock and a small but growing portfolio of dwellings, predominantly targeted at the relatively buoyant home ownership market in parts of Cheshire.

We are a financially strong business with a social purpose. Our profits are reinvested in new homes, in revitalising communities and in a comprehensive range of innovative support services that have been designed to transform lives. Furthermore, technology is transforming how customers access our services and influence the business processes we use.

Our strategy is considerate of the need to adapt to unparalleled change in the sector, along with the opportunities and risks, in particular; welfare reform; housing needs and housing markets; regulatory changes; changes in public funding, and the economy.

# Aspire Housing Vision 2021

## ‘Building Better Futures’

By 2021 we will be:

- A stronger business with increased capacity for growth of services and new homes
- Broadening our geographic area of operation and customer base
- Seeing positive results from the investments we have made in our existing homes and communities
- Providing products and services that are shaped by customers, influenced by market conditions and demonstrably delivering value for money
- A smarter, slicker, simpler business and exemplar of best practice
- Working as one with PM Training and the Realise Charity to maximise opportunities for income generation and local impact

## **We will deliver excellent services by:**

- Improving the quality of customers' homes
- Improving our repairs service
- Being more pro-active on antisocial behaviour and wider tenancy enforcement
- Future-proofing our sheltered housing portfolio
- Successfully marketing and selling a range of home ownership products to an entirely new customer base
- Embracing new technology and digital services, to improve customer experience
- Working co-operatively and collaboratively with our partners, commissioners, funders and regulators

## **We will grow our business by:**

- Extending our offer into other geographic areas of Staffordshire and Cheshire
- Expanding our range of products, services and customer base
- Creating capacity through improving efficiency and by maximising long-term funding
- Growing commercial activities and managing risk, to generate subsidy for new social housing and additional investment in existing homes and services
- Actively seeking out new sources of funding and pursuing appropriate mergers, acquisitions and other forms of strategic alliance

## **We will maximise our impact by:**

- Having a strong enough presence to make a real difference to people's lives, helping them to become more financially or physically independent in order that we can sustain their tenancies
- Helping our customers to cope with welfare reform by helping them off benefits and into work
- Working collaboratively with other Aspire businesses, other housing associations and our partners to revitalise communities and neighbourhoods
- Constructing effective partnerships with health and care commissioning bodies, to ensure we improve the health and wellbeing in our communities

# Our priorities to March 2018

- **Secure the long term funding necessary to realise our growth ambitions**
- **Develop and implement a robust organisational response to welfare reform, minimising loss of rental income and supporting our customers**
- **Build our property development capacity in order to deliver a larger and more diverse home building programme**
- **Through our Value for Money strategy, deliver further efficiencies and continue to reduce our costs of delivery, to improve our operating margin and surplus**
- **Launch a new 'Community Living' product and address a number of design challenges with our existing sheltered housing stock**
- **Review service charge arrangements for customers**
- **Deliver the customer Self-Service portal project to extend the number of services available online**
- **Launch a new 'Aspire to Work' programme in collaboration with PM Training**
- **Complete the appraisal of the preferred operating model for the repairs service**

# What will success look like in 2021?

## Delivering excellent services:

- At least 86% of customers will report that they receive Value for Money from their rent
- At least 90% or more of customers will be satisfied with the quality of their home
- Meeting or exceeded all customer service targets enshrined within our suite of corporate health indicators
- At least 80% of our customer service requests will be dealt with at the first point of contact and online

## Growing our business:

- 1,500 new homes developed
- Cumulative surplus of £40m
- Operating margin of 40%
- Cumulative income from property sales of £50m
- Replaced homes sold through the various Right to Buy / Right to Acquire initiatives

## Maximising our impact:

- At least 90% of our customers will be happy with their neighbourhood
- All young people aged 19 to 25 living in an Aspire home will have access to training or a job opportunity
- At least 90% of new tenancies will have been sustained for 12 months or more
- The proportion of our homes that have an energy rating D to G will be reduced by a third
- At least 87% of customers will be satisfied with the way we dealt with an antisocial behaviour issue
- There will be an increased range of opportunities for all customers, including hard-to-reach groups

**In the lifetime of this plan we will be judged by the manner in which we deliver on our promises.**

**In order to build better futures we will have been ambitious and creative and we will have done so with the needs of our current and future customers in mind, whose feedback and engagement with us is central to our actions.**

**Read our corporate plan online at [weareaspire.org](http://weareaspire.org)**



**we build / we train / we support : we are aspire**