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we are
aspire

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people first

Corporate Strategy

2019 - 2024

About our business...



A leading housing provider, property developer and place shaper.



The largest provider of apprenticeships for young people in Staffordshire.



Our charity provides invaluable, practical and holistic support to help prevent and alleviate poverty in our disadvantaged local communities.

Our values

we are ambitious

Challenging ourselves to test the boundaries of conventional thinking and go the extra mile for our customers and communities for results that exceed expectations.

we are creative

Looking to improve our solutions and create new original versions with even better outcomes for our customers, partners, colleagues and communities.

we are collaborative

Working together, sharing knowledge, ideas and best practice with a collective passion, energy and mutual respect - all of which ensures we are Building Better Futures.

Our vision...

Building Better Futures by putting People First

Three distinct but complementary businesses form **we are aspire**; Aspire Housing, PM Training and Realise charity. Together, we blend commercial expertise with social purpose and revitalise communities by providing homes, training, employment and support.

In 2017 we were awarded the Queen's Award for Enterprise for Promoting Opportunity, a first in our sector.

As a group, we are focused on Building Better Futures, by putting People First. We do this by living our values; being ambitious, creative and collaborative and always striving to work in a smarter, simpler, slicker way.



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Our strategy

Our strategy is to maximise the impact of all parts of the group, to ensure our neighbourhoods prosper.

Everything we do, in Aspire Housing, PM Training and Realise charity will focus on our customer. We will do this with a strong focus on adding value in the communities of North Staffordshire.

We will do this through a number of key themes:

1 Governance and engagement

We will review our Governance framework to ensure that we hear the tenant voice. We will institute a "Seeing is Believing" programme to encourage all those associated with **we are aspire** to get out and meet tenants and learners. We have signed up to the National Housing Federation's "Together with Tenants" programme and will adopt the Transparency Charter to ensure our customers can hold us to account for the quality of our service.

We will establish a range of inclusive mechanisms for tenants and learners to share their views on our service.

We will research good practice and learn from our experiences. We will review our current engagement mechanisms and establish clear lines of communication back to Board. We will review how we communicate with tenants and learners and expand the ways in which we can create a dialogue together.

2 Our culture

We will engage with our colleagues better and hold managers to account for creating the culture we want to see. We will establish a range of People First activities and initiatives to support our people to do their very best.

We aim to be an organisation where people are proud to work. We will ensure all colleagues are trained in customer service excellence. We will continue to act as a hub for learning offering a range of apprenticeships, internships and work experience.

We will ensure our capacity is used to advantage local people and help them into work.

We will show local businesses what they can do through their employment capacity and support them to do more through PM Training and Realise charity.

We will ensure our colleagues are listened to and supported when they need help.

3 Our resources

We will ensure our IT systems are fit for purpose. We will support our staff to be truly agile. Our investment in IT will ensure our customers access our services in the manner and time that suits them, through the methods they choose.

We will ensure our office accommodation is appropriate to the needs of our customers and staff.

We will drive value for money throughout the business to ensure more resources are targeted at local need.



4 Our neighbourhoods

We will establish comprehensive neighbourhood plans which bring together the work from across **we are aspire** with that of key partners and stakeholders.

We will undertake research on our neighbourhoods to target our resources most effectively.

We will improve the quality of life in our neighbourhoods and measure what it feels like to live there.

We will work with Local Action Partnerships, voluntary organisations and our health partners to ensure we effectively serve those most disadvantaged in our communities.

We will institute more choice for our customers, invest in attractive communal areas and estates, and will focus on establishing a "curb appeal" in our neighbourhoods.

We will target our resources to ensure our housing offer is both fit for purpose and new build development acts as a catalyst for regeneration in our communities. We will focus on our offer for older persons, investing, remodelling and re-energising our sheltered housing stock.



people first



5 Our housing offer

We will focus on improving repairs, ensuring value for money, right first-time service and high levels of customer satisfaction.

We will deliver “My New Home”, a People First approach to nominations, allocations, lettings and voids.

We will adopt more joined-up methods, bringing together housing repair, management, wellbeing and support services into smaller teams that are accountable to discrete neighbourhoods.

By 2024 we will deliver almost 2,000 new homes of social and affordable rent, sale and shared ownership through our group structure and our sales brand Cerris Homes.

6 Our skills offer

PM Training will ensure the learner is at the heart of all we do. We will expand our pre-apprenticeship and apprenticeships programmes, enable more people to succeed, expand personal and social development services to cover all learners, and improve our systems and processes.

We will support local businesses by improving their productivity through workforce development programmes.

We will ensure our work on supply chains enables organisations to demonstrate their Corporate Social Responsibility and offer a wide range of opportunities for young people.

We will expand our Homeworks service, to benefit more customers and learners and ensure high standards are maintained.

We will consult fully ensuring the needs of our customers come first.

We will ensure that our skills offer within our communities forms part of our neighbourhood plans, ensuring joined-up working throughout **we are aspire**.



7 Our charity

We will ensure we deliver against our priorities of preventing poverty, raising aspirations, tackling isolation, helping break down barriers to work and supporting independence.

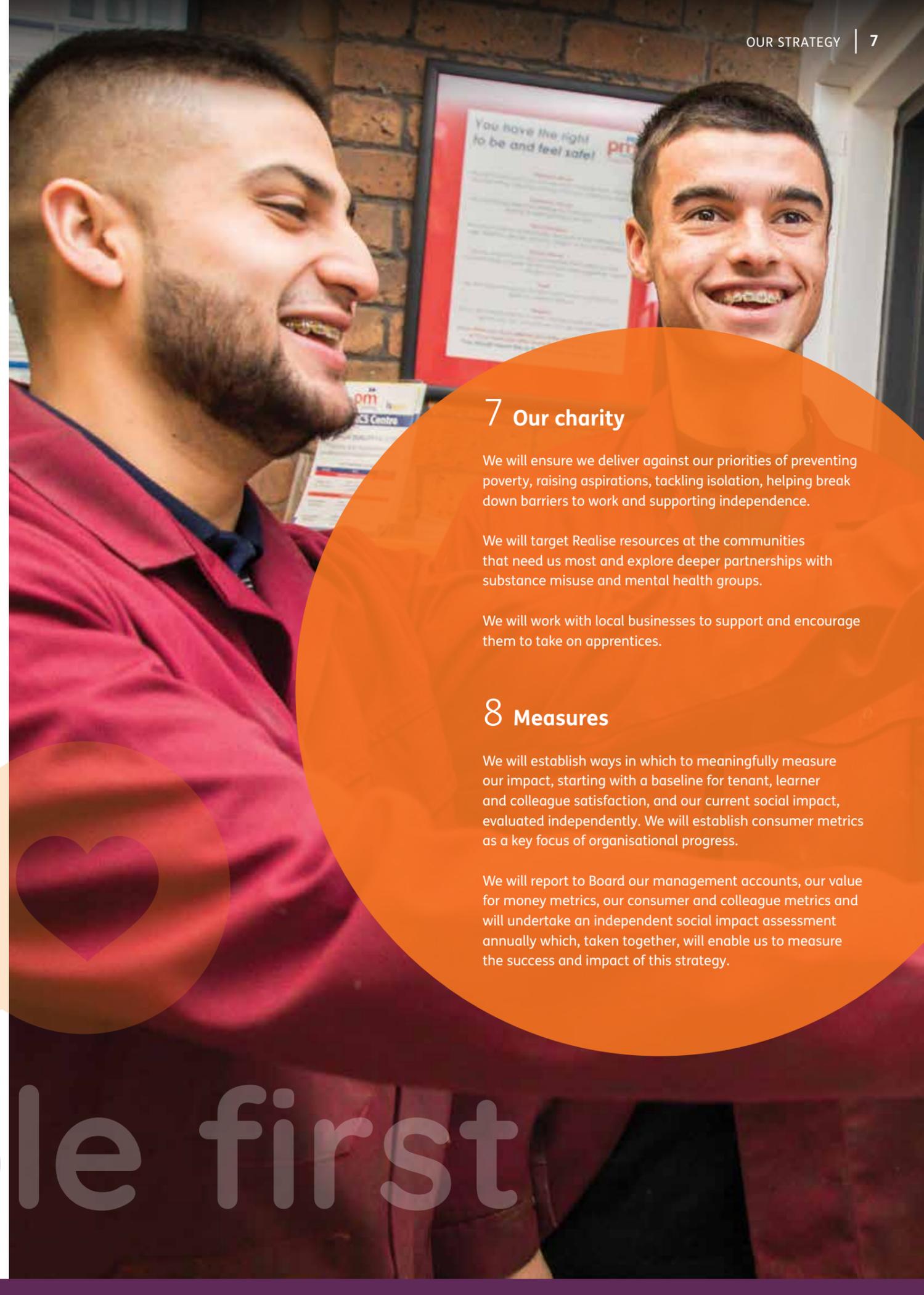
We will target Realise resources at the communities that need us most and explore deeper partnerships with substance misuse and mental health groups.

We will work with local businesses to support and encourage them to take on apprentices.

8 Measures

We will establish ways in which to meaningfully measure our impact, starting with a baseline for tenant, learner and colleague satisfaction, and our current social impact, evaluated independently. We will establish consumer metrics as a key focus of organisational progress.

We will report to Board our management accounts, our value for money metrics, our consumer and colleague metrics and will undertake an independent social impact assessment annually which, taken together, will enable us to measure the success and impact of this strategy.



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