

Group Great Homes Strategy

2020 - 2024

www.torus.co.uk

Our Corporate Plan 2019 - 2024 said:

We will deliver 'Landlord Plus' services that represent value for money, support the most vulnerable and maximise our social impact to create vibrant neighbourhoods.

Our Group Great Homes Strategy commitment:

“High quality, well-maintained homes across each of our heartlands and our Landlord Services in Liverpool, Warrington and St Helens will always be at the core of what we do.”

“Our customers and partners will be key to ensuring that people live in a home they can be proud of and that suits their specific needs.”



Purpose

Torus will become a leading provider of affordable homes and landlord services for the North West. With a strategic focus on driving growth and regeneration across Liverpool, St. Helens and Warrington, as well as key neighbouring areas, we will build the right homes in the right places, creating better places to live and supporting sustained economic growth and regeneration.

We will operate at the forefront of strategic, development-led regeneration and place-making. By working closely with local authorities and other partners across our heartlands and beyond. We will deliver regional strategic growth objectives whilst unlocking the greatest benefits for communities where it is most urgently needed.

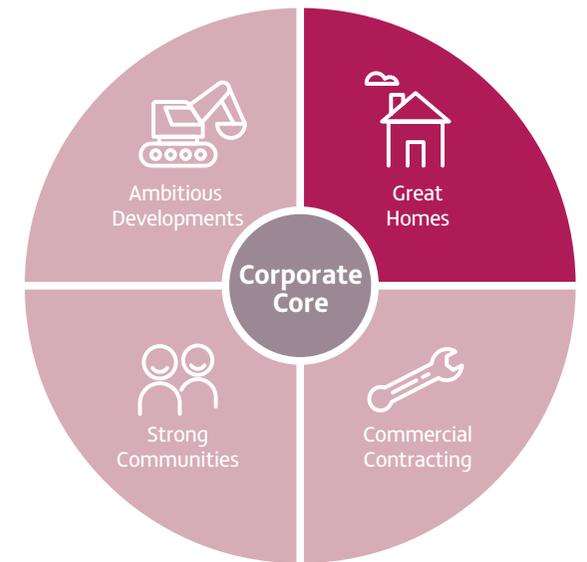
Fundamentally, the homes we create will help to improve the lives of our tenants and customers, and improve the quality of the neighbourhoods in which they live.

Context

Great Homes is one of five Torus group strategies being developed in 2020. These resources build on the commitments made within the **Corporate Plan 2019 - 2024** and signify how Torus and its subsidiaries will work together to fulfil our vision of **'growing stronger communities'**.

Our **Group Great Homes Strategy** therefore sets out not only how we will set about offering good quality, well-maintained homes now and in the future but also how our ambitions for Great Homes will help to support the objectives across the rest of the business including in our ***Ambitious Developments, Strong Communities and Commercial Contracting Group strategies***, supported by our ***Corporate Core***.

Our Group Great Homes Strategy will complement our work in helping to build stronger communities as well as supporting



our commitment to deliver brand new ambitious developments, ensuring we support the growth and regeneration priorities of local authorities and our sector partners. But our commitment will go above and beyond simply 'bricks and mortar'; we will work to deliver an excellent level of customer service for everyone – personalised where required – and we will ensure our tenants have a real voice in shaping the communities within which they live.

A number of policies and operational strategies will be developed to define our Great Homes activities at both strategic and operational levels including our Landlord Policy (otherwise known as "Landlord Plus"), our Repairs and Maintenance Policy, Voids Policy, Tenant Feedback Policy ("Tenant Voice"). Our strategies and policies will also work within existing national and sub-national policy frameworks.

The Corporate Plan

The objectives as set out within our **Corporate Plan 2019 - 2024** were as follows:

1. Continue to invest in our homes
2. Improve customer data to better understand changing needs
3. Enhance our digital offer through a single customer hub
4. Focus resources on where they are most needed
5. Develop opportunities for tenants to engage and influence decisions

Our Group Great Homes Strategy will be delivered via the following framework of operational strategies and policies



Our Locality Plans, to be published in June 2020, will coordinate the delivery of our five Group Strategies.

Locality Plans bring together all elements of our Target Operating Model and demonstrate how we will deliver our core Mission and Vision of 'growing stronger communities'

Objectives

Our objectives fall into three categories – **Core**, **Enhanced** and **Peak**. We will prioritise all of our objectives across the five group strategies based on our ability to deliver and matched against our aspirations as a group.

We will work hard to achieve as many of our objectives as possible within a changing and potentially challenging external environment.



Core represents the commitments we consider to be fundamental to achieving our minimum standard of providing great homes and growing stronger communities for our existing and potential new customers. These commitments have been stress-tested as part of our strategic business planning activities.



Our **Enhanced** offer represents the commitments we consider to be realistically achievable by utilising the available resources and data in a more efficient way and by working more collaboratively with our sector and industry partners.



Our **Peak** offer represents the commitments we consider to be at the peak of our aspirations – to lead change, to drive inclusive growth and, through developing our strategic influence, to change the way in which the sector, and not only the business, operates.

Core and Enhanced represent the commitments set out within the Group's Business Plan

- ▶ A leading voice for new homes in the North West
- ▶ 80% of transactions made online
- ▶ Early adopter of policy recommendations and technological advances



Peak

- ▶ A pro-active approach to **modernising outdated assets**
- ▶ Providing **24/7 access to online support and housing management services**
- ▶ A sophisticated **technology driven approach to asset management**



Enhanced

- ▶ Ensuring safety for all tenants defined as **'Safety Plus'**
- ▶ Working to **fill void properties** and helping people to live in them for longer
- ▶ 100% compliance with Decent Home Standard - **'Landlord Plus'**
- ▶ **High quality housing management** service offer



Core

Indicative Delivery timescale

Amalgamation 2018/2019

Group Transformation 2019/21

Medium Term Business Plan

Corporate Plan 2019 - 2024

Core	Enhanced	Peak
Getting the basics right	Intelligent use of data	Agility
Compliance	Business decisions made using intelligent data	Influence
Basic governance and assurance	Increased competency	External focus/growth
Focus across our Heartlands	Efficiency a core principle	Outward-facing
Becoming more efficient	Becoming leaner	Innovative
		Utilising the latest technology
		A 'lean' organisation

CORE & ENHANCED ACHIEVED 31ST MARCH 2022

PEAK ASPIRATIONS 31ST MARCH 2024

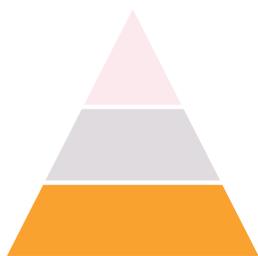
Core

Quality, well-maintained homes for all existing and future tenants: “Landlord Plus”

Our **Core** focus is prioritising growth and regeneration across communities where it is needed most, delivering much-needed homes in the right places.

For **Great Homes** this means a core commitment to providing high quality, safe, well-maintained homes, 100% of which are compliant with the Decent Homes Standard. We will devote as much importance to the external environment of our communities as we will to our customers’ homes. We will provide tenancy services that respond to specific customer need and our “Safety Plus” commitment will keep our residents safe but ensure those residents can be proud of the homes and communities within which they live.

We will work closely with partners to provide strong, resilient and diverse communities, providing homes that are safe and satisfy a range of needs, using data and intelligence to inform all decisions so that our tenants and customers have the best possible support to thrive and live happily.



- ▶ Ensuring safety for all tenants as part of **‘Safety Plus’**
- ▶ Working to **fill void properties** and helping people to live in them for longer
- ▶ 100% compliance with Decent Home Standard - **‘Landlord Plus’**
- ▶ **High quality housing management** service offer

Our key ‘Core’ commitments are:

Commitment	Links to other strategies
▶ Quality, well-maintained homes for all tenants – providing our “Landlord Plus” service guarantee	Strong Communities, Commercial Contracting, Ambitious Developments
▶ Reduce the numbers of voids and non-management voids by working with colleagues and partners to act swiftly to relet and decisively to change, remodel or modernise outdated assets	Strong Communities, Commercial Contracting, Corporate Core
▶ Working closely with our Contracting Arm, HMS, to provide high quality repairs and maintenance services	Commercial Contracting, Ambitious Developments
▶ Providing tenancy services that respond to specific customer and local strategic need, including those requiring specialist support across our Heartlands	Strong Communities, Corporate Core
▶ Development of specialised teams including ASB, leasehold and Support Network to provide tailored solutions	Strong Communities, Ambitious Developments, Commercial Contracting
▶ Develop a proactive, effective and influential ‘tenant voice’ feedback mechanism to help ensure our customers feel valued and are kept at the heart of the organisation	Strong Communities, Corporate Core
▶ Develop a standardised repairs service offer across all Heartlands	Strong Communities, Ambitious Developments, Commercial Contracting
▶ Develop a consistent Housing management service across all heartlands that provides a Housing Plus offer which includes going the extra mile when disaster strikes	Strong Communities, Ambitious Developments, Commercial Contracting
▶ Ensure compliance with all asset legislation and maintenance of accurate records	Strong Communities, Ambitious Developments, Commercial Contracting
▶ Lead on the design and delivery of services for clients and customers, contributing to the ‘Sense of Place’ Corporate objectives	Strong Communities, Ambitious Developments, Commercial Contracting, Corporate Core

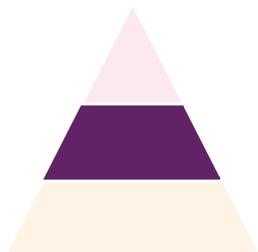
All of the priorities set out within our core offer provide a platform to achieve more and will enable the delivery of our Enhanced offer.

Enhanced

Intelligence-driven landlord service, providing tailored support to specific - often vulnerable - people

Our **Enhanced** commitments are designed to provide intelligent, responsive landlord solutions being able to continually evolve in order to meet changing demand.

A strategic, intelligence-led approach to asset management and investment will ensure our specialist homes are complemented by tailored support services that provide changing tenures to help people to live happier, healthier lives and to help our communities to thrive. With 24/7 access to tenancy management services and with the support of our contracting arm (HMS), we will provide service excellence for our tenants by ensuring complaints / issues are resolved on time and the right level of tailored support is available as and when required.



- ▶ A pro-active approach to **modernising outdated assets**
- ▶ **Providing 24/7 access to online support and housing management services**
- ▶ A sophisticated **technology driven approach to asset management**



Our 'Enhanced' commitments are:

Commitment	Links to other pillars.....
▶ Adopting a "Safety Plus" approach to compliance and safety issues	Commercial Contracting, Strong Communities, Corporate Core
▶ Specialist homes and tailored support services to complement our Core offer	Commercial Contracting, Stronger Communities
▶ Intelligence-driven landlord solutions that are flexible are robust long into the future	Strong Communities, Commercial Contracting
▶ Working closely with the Corporate Core to make more intelligent use of financial resources so we invest in specific interventions in order to help to create safer neighbourhoods and stronger communities	Strong Communities, Corporate Core, Ambitious Developments
▶ Invest in staffing resources in readiness to embrace green technologies	Strong Communities, Commercial Contracting, Corporate Core
▶ Increased level of customer self-service and communication channels promoting 80% of transactions online	Strong Communities, Corporate Core
▶ Develop a standardised 24/7 access facility via online support and some tenancy managements services	Strong Communities, Corporate Core
▶ Develop standardised specifications for major components across existing and new homes making best use of economies of scale and improving the quality of environments	Strong Communities, Commercial Contracting, Corporate Core
▶ Improve data collection processes in response to Homes Fitness for Habitation Act requirements	

All of the commitments made within our 'Enhanced' offer will provide a platform to achieve our 'Peak' objectives.

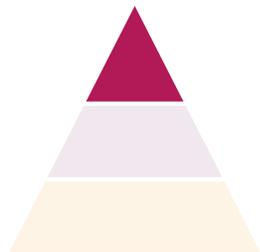
Peak

A housing and regeneration partner of choice for local and devolved authorities and other third sector partners across the housing sector

Our **Peak** commitments are designed to put us at the forefront of the affordable housing sector – as a trusted partner for local and devolved authorities in providing housing and landlord solutions.

We will increasingly explore the latest developments in green technologies and invest in asset renewal options that are sustainable long-term.

New environmental policies will place us at the forefront of the latest regional and national environmental commitments and the use of partnerships and collaboration will help us become an increasingly influential voice for the North West within the affordable housing sector. Our approach to innovation and collaboration will spur growth and regeneration within our Heartlands and beyond by delivering positive outcomes for customers and the communities within which we are operating.



- ▶ **A leading voice for new homes in the North West**
- ▶ **80% of transactions made online**
- ▶ **Early adopter of policy recommendations and technological advances**



Our 'Peak' commitments in full are:

Commitment	Links to other pillars.....
▶ A housing and regeneration partner of choice for local and devolved authorities and other third sector partners across the housing sector	Strong Communities, Ambitious Developments, Commercial Contracting
▶ Be an exemplar organisation leading the way with Together with Tenants	Strong Communities, Ambitious Developments, Commercial Contracting
▶ A leading voice for new homes in the North West, setting the standard for future affordable homes provision	Ambitious Developments, Commercial Contracting
▶ Maximise inward investment into green technology and energy efficiency across our portfolio	Strong Communities, Commercial Contracting
▶ Trial green and sustainable technology across our residential housing stock	Strong Communities, Commercial Contracting, Corporate Core
▶ An early adopter of policy recommendations and the latest technologies where appropriate	Strong Communities, Ambitious Developments, Commercial Contracting, Corporate Core
▶ Invest in the use of robot AI to develop lean processes and reduce risk	Strong Communities, Ambitious Developments, Commercial Contracting, Corporate Core
▶ Improved efficiency across the asset lifecycle – including enhanced use of BIM	Strong Communities, Ambitious Developments, Commercial Contracting, Corporate Core
▶ Leading partner in sector collaboration and spatial planning to help grow stronger communities	Strong Communities, Ambitious Developments, Commercial Contracting, Corporate Core

Our 'Peak' commitments are designed to maximise growth opportunities for the organisation across the North West by extending our strategic influence.

Measuring Success

We will regularly evaluate how well we monitor our performance as a group against the commitments made within our Corporate Plan 2019 - 2024. The Corporate Plan set out a number of key priority areas across the organisation during a period of significant transformation following amalgamation. Our Performance Team will report regularly on the following.

Below is an example of the KPIs we will report against Corporate Plan objectives:

- % Customers satisfied or fairly satisfied with Torus as a Landlord
- % Customers satisfied/fairly satisfied with the quality of their home
- Headline social housing cost per unit
- A number of Compliance KPI's relating to Fire, Legionella, Lifts, Gas, Electricity and Asbestos
- % Reinvestment
- % customers with an online account
- % Occupancy
- Value of extra benefits/income generated by BATS Team
- % Formal complaints upheld
- % Tenancy Turnover
- Ratio of responsive repairs to planned maintenance spend



Document control

Title:
Great Homes Group Strategy
2020-2024

Author:
Cath Murray-Howard,
Chief Operating Officer

Approved by:
Torus Group Board
Torus Landlord Operations
Committee

Date: February 2020

Review Date: March 2024



www.torus.co.uk

Great Homes 2020 - 2024