

STRATEGIC PLAN 2022-2030



Our Vision

For everyone to have the opportunity to
have a place that they can call home.



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About us

Stonewater's social purpose is at the heart of everything we do, in pursuit of **our Vision** – 'For everyone to have the opportunity to have a place that they can call home'. We manage around **34,500** homes in England for over **76,000** customers, for general rent, shared ownership and sale, alongside specialist services including retirement and supported living schemes, domestic abuse refuges, a dedicated LGBTQ+ Safe Space, and young people's foyers.

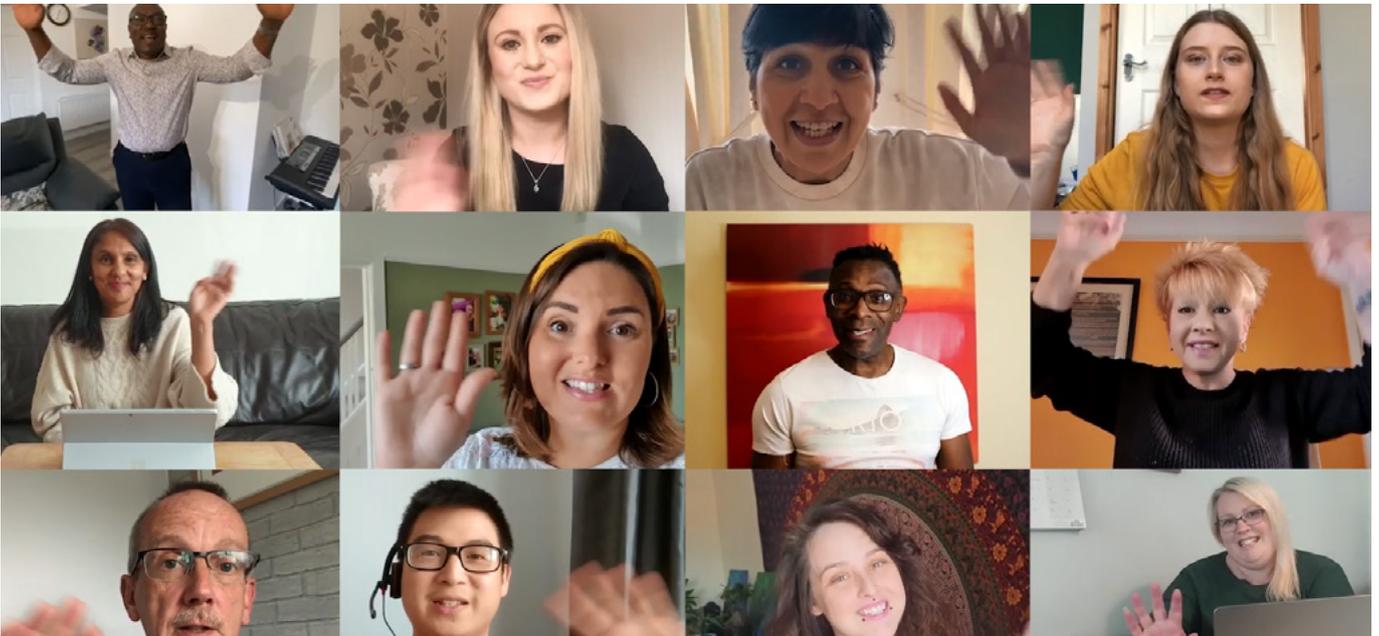


Our Vision is made possible by being a strong, dynamic and well-managed social business, which enables us to build new homes and invest in the quality of our existing housing stock, doing the right thing for our customers and the environment.

With an annual turnover of around **£210m** and **£2bn** in fixed assets, we have a long-term rating of **A+** by independent credit ratings agency S&P Global Ratings and a top **G1/V1** governance and viability ranking from the Regulator of Social Housing.

We will achieve **our Vision** through trusted partnerships, with our customers, our stakeholders, and our delivery partners.





We're proud to be the largest long-term strategic partner alongside Guinness Partnership with Homes England. In addition to our own ambition to build **1,500 new homes** a year from 2022-23, this partnership will deliver **4,180 new Stonewater homes** by 2029. We are also the largest management partner for **Legal & General Affordable Homes**, supporting its ambitious development plan across England.

Our colleagues breathe life into our Vision, through bringing their whole selves to work and embracing our Customer Promise. We're proud to be recognised as a **'Two Star' workplace** in 2022 by Best Companies, and one of the **Top 100 Large Organisations to work for in the UK** as well as one of the **Top 25 Best Housing Associations**.



From the Chairman

Stonewater has always been both diligent and ambitious in shaping its Strategic Plan, which defines our priorities and direction as a social business. Thanks to our strength and agility, we have been able not just to weather the immense challenges of the last two years, but to find opportunities which drive our Vision forward in new ways.



While we still face so much uncertainty, it feels right that we should evolve our thinking, to reflect what we have learned, where we are heading, and what our customers tell us is most important to them.

The national backdrop and economic landscape is tough - with rising inflation, labour and supply chain issues, energy price hikes and the general 'cost of living' crisis leaving few untouched. Our social ethos compels us to respond in ways which recognise these impacts on the customers and communities we serve.

As an organisation, we know that the choices we make today are what shape our tomorrow and we seek to balance both short-term results with longer-term outcomes. Our focus on the net zero agenda is already delivering benefits for customers, through initiatives like our Bedford development of EPC A-rated homes, our innovative gas-free development of low-carbon homes in Wakefield (the largest of its kind in the UK), and our ongoing commitment to installing electric vehicle (EV) charging points across both new and existing schemes. We are also continuing to raise the bar across the sector, with our new Employer Agent Framework, Gold standard SHIFT rating and annual ESG targets.

We remain the largest social housing partner of the Community Forest Trust, having supported the planting of over 17,000 trees to date as well as community outreach programmes, and our appointment of the Coda Workshop (specialising in low-energy, creative design) as the first

recipient of the George Blunden Public Art Prize, underpins our commitment to creating vibrant, sustainable communities.

While the immediate outlook remains extremely challenging (both for businesses and individuals), Stonewater is in a strong position. In setting out our Strategic Plan to 2030, we are building on the foundations of what we have already achieved, while also anticipating future needs and opportunities. We have placed our Customer Promise at the heart of our thinking, underpinned by clear objectives shaped around Customer-centred Services, Quality Homes and Neighbourhoods, and Value Maximisation.

To be able to deliver on these will take a combination of financial strength, clear governance, and ambitious innovation - alongside, of course, the passion and professionalism of Stonewater colleagues.

If the last couple of years have taught us anything, it's the real value of home and the incredible depth of resilience we have within our communities. Driven by that, we will continue to be here for those that need us most and remain true to our Vision 'for everyone to have the opportunity to have a place that they can call home'.



Sheila Collins
Chairman

From the Chief Executive

It is difficult to summarise the scale of change and challenge we have experienced over the last couple of years, both societal and personal. We have had to think the unthinkable, imagine the unimaginable and do (what was previously assumed) the undoable.



Stonewater's investment in digital transformation - a key pillar of our earlier Strategic Plans - meant we had both the capability and agility to move successfully to new ways of working. We have continued to evolve our hybrid model, reflecting the needs of both customers and colleagues - placing safety, wellbeing, choice and flexibility at the heart of everything we do.

We're incredibly proud to have been awarded a Two Star Best Companies rating and be placed sixth among the Top 25 Housing Associations to work for. The achievement is mirrored by customers too, with a 4+-star rating on Trustpilot, and on-target performance for transactional and responsive repairs satisfaction.

We continue to listen carefully to what customers tell us matters most to them and shape our future ambitions around their needs. At present, the nation is facing a 'perfect storm' of economic volatility, rising inflation and taxes, static wages and huge increases in energy and food costs. We know the impacts will hit those already struggling the hardest and pull many more below the poverty line. We have already introduced a raft of support, including

increased funding for our charitable partner, the Longleigh Foundation, which is doing fantastic work to help those in immediate need. Of course, we need to balance the 'here and now' with our future vision, which is why we have re-visited our Strategic Plan to ensure we have the right blueprint to build on our strength and success.

Our Plan (to 2030) sets out a range of ambitious targets and deliverables which will mean we do the right things, in the right ways, for the right reasons. In essence, we will lead on building quality, affordable homes, offering inclusive, efficient services, while championing sustainable practice and communities. It's this social purpose that drives us forward and I have every confidence we will not just meet, but thrive on, the challenges that still lie ahead.

A handwritten signature in black ink that reads "Nicholas Harris". The signature is written in a cursive, slightly slanted style.

Nicholas Harris
Chief Executive

Our Strategic Plan to 2030

Our Strategic Plan has been developed with colleagues and Board members, responding to the insight we have drawn from our customers and operating environment, and how we believe we can maximise the value we provide.

Looking forward to 2030, this sets out a range of ambitious targets including our aspiration to build 12,000 new affordable homes and to have reached one of our environmental milestones with 100% of our homes achieving at least Energy Performance Certificate band 'C'.

We will review the Plan annually to ensure that we continue to focus on the things that will add most value for our customers and that we adapt to changes in our operating environment.

We continue to operate amidst a sustained period of multiple challenges for our customers and society as a whole.

In navigating these challenges we have made significant enhancements to our operating model, enabling us to continue to develop and provide quality services to our customers.

We have re-evaluated how we work, what matters to our customers and partners, the value we bring as a provider of safe and secure affordable homes, and the responsibility we have to minimise our environmental impact.

It has been a team effort and colleagues have adapted to the challenges faced, embodying our values and ensuring customers are at the heart of all we do.





Our Customer Promise

'We're proud to make things personal. If it matters to our customers it matters to us.'

Our Customer Promise sits at the heart of our Strategic Plan, our actions, our decisions, and our operating model.

We deliver services with the aim of providing the best outcomes for our customers:

- Making it easy to engage with us
- Focusing on getting things right and when we don't saying sorry, fixing it and learning for the future
- Listening to customers so that what we change, they influence; where their experience could be better, we improve
- Recognising the value that our partnerships bring to support our Customer Promise

Our customers are at various stages in their life and in their own unique situations. Like the majority of people across the UK, many have been adversely impacted by Coronavirus, increasing living costs, and benefit reforms.

Whilst our core role is to provide consistently good homes and services, we can make a difference by enabling our customers to thrive in communities that are healthier, kinder and resilient. We will use insight to understand our customers and neighbourhoods, and through partnerships seek to:

- Develop the assets and strengths of local people and their places
- Maximise local opportunities for people to connect
- Facilitate support where it's needed to live a good life

Positively Digital

We have made significant progress in developing our digital capabilities, and will continue to invest where this supports the development and maintenance of homes that are sustainable for the future; improves our services to customers; or increases our efficiency.

We know that customer expectations of accessing services digitally, in ways that suit them, will continue to grow and we will develop services to meet their needs. Equally, we recognise that there are situations where non-digital service delivery can provide greater value and that some of our customers may prefer this. Our operating model will allow for this flexibility whilst maintaining consistently high standards.

Through a Positively Digital approach we will:



Design digital services around users so that digital is a preferred choice for the majority of customers

Work with Longleigh Foundation to invest in developing digital skills for our customers



Simplify our processes across different channels of contact that improve customer experience



Our Vision, Mission and Values

The way we deliver our services to our customers is guided by our Vision, Mission and Values



Our Vision

For everyone to have the opportunity to have a place that they can call home



Our Mission

To offer quality homes and services for people whose needs are not met by the open market



Our Values

Ambitious, Passionate, Agile, Commercial, Ethical

Our Strategic Objectives

By 2030, we will deliver our three strategic objectives:

Customer-centred Services

Provide customer-centred services that are proactive and efficient, and that help us to retain and attract customers. We will:

- Be a customer-led business, developing a trusting relationship with our customers and communities where they are engaged and confident that we will deliver for them
- Take a more proactive approach to our services, addressing concerns before they become issues
- Be efficient and effective in the delivery of services, getting things right first time and ensuring high levels of customer satisfaction

Quality Homes and Neighbourhoods

Supply, manage, and maintain homes and neighbourhoods that are safe, connected, efficient, affordable, and flexible. We will:

- Continue to grow, providing more affordable homes for those in the greatest need
- Provide safe, connected and efficient homes and housing options that meet the changing needs of our customers old and new
- Work with our customers and partners to develop happy and healthy neighbourhoods

Maximising Value

Maximise the value we provide to our customers and communities through decision making and initiatives that support environmental and social sustainability. We will:

- Provide excellent value, balancing the needs of existing customers and the need for new affordable housing
- Maximise the social value attained across all activities and partnerships
- Minimise our impact on the environment through the delivery of our services, and support our customers to do the same, increasing the efficiency of their homes through investment and guidance

Our Strategic Enablers

The delivery of our objectives is supported by a number of strategic enablers that provide the tools, principles, and practices required to succeed. By 2030:

Governance and Viability

- We will practice strong governance and we will continue to deliver our legal and regulatory responsibilities through effective performance and assurance frameworks
- Our financial viability will enable us to respond to our operating environment, and deliver our Mission of offering quality homes and services for people whose needs are not met by the open market

People and Culture

- As an exceptional place to work, we will have the organisational capability required to deliver our strategic objectives. Our organisational design will enable agility, responding effectively to an ever-changing operating environment and embracing the opportunities offered through innovation and new technology
- Our values-based culture will be embedded across all areas of operations, ensuring our Customer Promise and Values are at the heart of decision making

Data and Technology

- Technology will continue to play a pivotal role in delivering consistently good services and a great customer experience
- Our homes, old and new, will benefit from the use of technology to increase environmental sustainability and customer wellbeing
- Data will support effective decision making and actions that enhance the homes and services we provide to our customers

Partnerships and Innovation

- We will develop sustainable, value adding partnerships across all areas of our business based on a culture of mutual trust and collaboration
- As thought leaders, we will continue to innovate with partners across the housing sector and beyond

Our Strategic Objectives



Customer-centred services

Provide customer-centred services that are proactive and efficient, and that help us to retain and attract customers



Quality Homes and Neighbourhoods

Supply, manage, and maintain homes and neighbourhoods that are safe, connected, efficient, affordable, and flexible



Maximising Value

Maximise the value we provide to our customers and communities through decision making and initiatives that support environmental and social sustainability

Our Strategic Enablers

Governance and Viability

Sector-leading governance and viability

Partnerships and Innovation

Developing sustainable partnerships that drive innovation

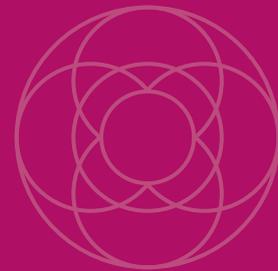
People and Culture

Being an employer of choice; an agile organisation driven by our Values and Customer Promise

Data and Technology

Positively Digital in the delivery of our objectives

Customer-centred Services



Provide customer-centred services that are proactive and efficient, and that help us to retain and attract customers



Delivering our Customer Promise

This objective works to ensure we effectively engage with our customers, developing universally good services that are built around them, flexible, and tailored to their needs. It sets out our approach to delivering more proactive services, and facilitating and signposting support for customers where it's needed. It outlines our aspirations to deliver efficient, consistent, and reliable services that improve the customer experience: maximising the resolution of enquiries at the first point of contact, increasing the provision of digital services, and being underpinned by streamlined processes.

Customer Centred	Proactive	Efficient and Reliable
<p>Effective and tailored communication with our customers. We will:</p> <ul style="list-style-type: none"> • Be open and honest with our customers, providing clear and timely information and communicating in line with their preferences • Work with customers to ensure there is clarity over our respective roles and responsibilities in the management and maintenance of their homes and tenancies 	<p>Guided by insight to deliver services proactively. We will:</p> <ul style="list-style-type: none"> • Maintain comprehensive, up-to-date information about our customers that allows us to respond to changing circumstances and to predict, target and personalise services • Maintain comprehensive, up-to-date information about our communities and services that allows us to anticipate and address issues before they become protracted • Continually assess the success of our proactive interventions using data science to support the development of our services and homes 	<p>Resolving issues efficiently and effectively. We will:</p> <ul style="list-style-type: none"> • Resolve customer enquiries at the first point of contact with us • Work with customers to ensure that we resolve the root cause of issues as well as the symptoms
<p>A relationship of trust with our customers and communities. We will:</p> <ul style="list-style-type: none"> • Have a systematic learning culture, acting on the views of our customers, and resolving issues and complaints efficiently and effectively • Provide a comprehensive range of ways for customers to engage with us that suit their individual preferences and availability • Deliver consistently high standards of customer care across all services 	<p>Facilitate and signpost our customers to support services when they need it. We will:</p> <ul style="list-style-type: none"> • Actively monitor rent arrears ensuring we maximise tenancy sustainment through effective early intervention. Supporting customers to manage their finances, to thrive and contribute within their community 	<p>Maintain a 'Positively Digital' approach that will deliver service enhancements whilst maintaining a personal, tailored service. We will:</p> <ul style="list-style-type: none"> • Ensure that resolution for all customer contacts will be possible through our digital communication channels, customers will be able to seamlessly move between channels receiving a consistent service • Use digital automation to enhance our service offer whilst maintaining a person-centred approach and human intervention when necessary • Manage 75% of all customer transaction via our digital communication channels
<p>Customers come first in the design of our services. We will:</p> <ul style="list-style-type: none"> • Ensure our services are convenient and effective for all customers • Engage customers in the design and development of our services • Actively map our customer journeys across services and use these as the basis for continuous improvement 	<ul style="list-style-type: none"> • Have a comprehensive understanding of support services available to our customers across the areas we work and actively signpost these when needed • Work with our charitable partner Longleigh to understand better the challenges facing our customers and to develop solutions where available support falls short. This will include the commissioning of wider research and the provision of grants to individual customers to help them maintain their tenancy 	<p>Continually improve our processes to ensure they are as efficient as possible. We will:</p> <ul style="list-style-type: none"> • Regularly review our processes to ensure ongoing refinement and removal of inefficiencies • Provide trackable progress to our customers as services are delivered, keeping them informed and in control • Be joined-up across all areas of delivery ensuring consistent and seamless services
<p>Flexible and tailored services. We will:</p> <ul style="list-style-type: none"> • Take account of the individual circumstances and preferences of our customers, adopting a person-centred approach to service delivery 	<ul style="list-style-type: none"> • Facilitate and support the adaptations of homes where appropriate • Provide tailored support to customers in finding suitable alternative accommodation when required • Offer supported living services that encourage people to prosper, as they move to independence • Provide flexible tenure opportunities that support customers as their circumstances change 	<p>Minimise the need for responsive repairs through intelligent planned maintenance. Where responsive repair is required, we will deliver these right first time achieving high levels of customer satisfaction. We will:</p> <ul style="list-style-type: none"> • Reduce the volume of responsive repairs by 20% as a result of a predictive maintenance approach • Provide a high quality responsive repairs service that delivers customer satisfaction of 95% and provides good value for money • Achieve a 'first time fix' performance of 90%
<p>A comprehensive assurance framework that ensures quality and consistency in the delivery of services to our customers. We will:</p> <ul style="list-style-type: none"> • Continually evaluate our services using customer feedback, an effective performance framework, benchmarking, and external accreditations 		

Quality Homes and Neighbourhoods



Supply, manage, and maintain homes that are safe, connected, efficient, affordable, and flexible, and support happy and healthy neighbourhoods



Delivering our Customer Promise

This objective sets out our aspiration to continue to grow and maximise our capacity to provide quality affordable homes to those in need. It outlines planned investment in our homes ensuring their ongoing safety, efficiency and suitability for our customers. It also sets out our commitment to continue to work with our customers and partners to enable happy and healthy neighbourhoods.

Happy and Healthy	Maintain	Supply and Manage
<p>Neighbourhood and estate management services support and facilitate thriving communities. We will:</p> <ul style="list-style-type: none"> • Have well-developed insight in respect of our local areas of operation, using national data sets and service delivery data to monitor the development of our partnership engagement and assess neighbourhood services • Deliver a proactive estate management service providing well-maintained communal areas that help prevent issues occurring and maximise customers' satisfaction with their neighbourhoods • Continue to invest in our neighbourhoods and communities, delivering a programme of proactive visits and developing sustainable solutions to any areas of concern. Our customer Community Champions will play a crucial role in directing our activity informing our allocation of resource and grants • Provide an anti-social behaviour service that responds to individual concerns and where necessary works with customers and communities to address issues at the root cause 	<p>Safety in our homes and all communal areas within our schemes will remain our highest priority. We will:</p> <ul style="list-style-type: none"> • Actively manage all aspects of safety in our homes and within communal areas • Ensure the requirements of the Building Safety Bill are fully implemented 	<p>The homes we build will be affordable, great places to live. We will:</p>
<p>Well-developed Community Partnerships. We will:</p> <ul style="list-style-type: none"> • Sustain and grow local activity developed through the 'Communities Can' initiative, facilitating happy and healthy communities • Have well developed relationships with partner organisations, using our collective insight and resource to develop effective programmes of support for communities • Deliver wellbeing services through our retirement living and supported living schemes to the wider communities we serve 	<p>Sustain a comprehensive and intelligent programme of planned investment. We will:</p>	<ul style="list-style-type: none"> • Have provided an additional 12,000 new affordable homes, delivering a sustainable mix of affordable housing tenure types • Use modern methods of construction to ensure the quality and consistency of our homes • Build smart homes that allow customers to understand their properties and informs proactive maintenance • Deliver a net zero standard on land led new homes and a retrofit-ready standard for S106 schemes that will include energy and water efficiency • Have a comprehensive set of design standards, produced in consultation with customers, to enable us to achieve or exceed the government's Future Homes Standard • Build homes that enable families to live flexibly providing space to work and study
<p>Developing great places. We will:</p> <ul style="list-style-type: none"> • Work with customers to ensure their needs and aspirations are embedded in the design and delivery of new schemes • Use biodiversity and art to enhance public spaces • Set clear standards for the specification of homes and communal areas including open space 	<ul style="list-style-type: none"> • Maintain comprehensive, up-to-date information about our homes and neighbourhoods that is available to our customers • Use data dynamically to make intelligent decisions around the specification and design of new homes and investment in existing stock • Map all new homes within a Building Information Management System • Achieve a minimum EPC band C in all our homes and will be progressing well towards all homes achieving band B by 2040. We will maintain all homes to the latest Decent Homes Standard • Meet all our statutory obligations with a rolling programme of investment, customers will be well informed about improvements and will express high levels of satisfaction on delivery • Substantially improve the water efficiency of our customers' homes • Have improved the energy efficiency of communal areas to reduce energy service charge costs for customers • Improve access to digital services by ensuring our communal areas have fibre connectivity • Deliver the Ageing Well initiative, co-produced with customers and supporting a strengths based model promoting vibrant and inclusive living • Invest in our retirement living schemes ensuring they meet the aspirations of both current and future customers 	<p>Grow our housing management service. We will:</p> <ul style="list-style-type: none"> • Increase the number of homes we manage on behalf of other social housing providers to 4,000
		<p>Seek opportunities for inorganic growth. We will:</p> <ul style="list-style-type: none"> • Continue to seek opportunities to merge with, or acquire, housing providers where it will benefit existing and incoming customers and enable us to increase the supply of affordable homes
		<p>Support stock rationalisation to increase efficiency. We will:</p> <ul style="list-style-type: none"> • Work with other social housing providers to ensure that efficiency is achieved across the sector in the management of affordable housing
		<p>Grow our supported housing service. We will:</p> <ul style="list-style-type: none"> • Expand our supported living services, responding to local need, when we are best placed to do this. We will ensure it is in our growth areas of domestic abuse and young people's support services

Maximising Value

Maximise the value we provide to our customers and communities through decision making and initiatives that support environmental and social sustainability



Delivering our Customer Promise

This objective sets out our approach to delivering value, in its broadest sense, in all we do. This means delivering value for our customers in terms of the services they receive and the quality of their homes, as well as our ability to continue to grow so that more people can benefit from affordable housing. It sets out the additional work we will continue to invest in to generate social value through support to our customers and beyond. We recognise the importance of environmental sustainability for our customers and future generations and this objective sets out challenging targets to achieve this.

Environmental Value	Social Value	Financial Value
<p>The journey towards carbon neutrality. We will:</p> <ul style="list-style-type: none"> • Be on target to achieve our goal of net zero carbon emissions by 2050 • Continue to innovate, trialling different approaches to delivering low carbon homes and working practices • Have made substantial improvements to our homes and our new build specifications, as reflected in our Quality Homes and Neighbourhoods objective 	<p>Appropriate governance will consistently assess, measure, and report on the social value we deliver. We will:</p> <ul style="list-style-type: none"> • Have adopted a consistent methodology for the calculation of social value that will allow for comparison across the housing sector • Ensure that decision making is informed by an assessment that includes the impact on social value generated • Report annually the social value we have generated 	<p>Our financial decision making will be informed by evidence and will assess the impact on our strategic objectives. We will:</p> <ul style="list-style-type: none"> • Make decisions about the use of our resources driven by the 3 Es: Economy, Efficiency, Effectiveness • Ensure that the costs of managing and maintaining our homes, when considered alongside the high levels of customer satisfaction we achieve, will represent excellent value for our customers and stakeholders • Understand the returns we generate from our assets and resources which will support our social purpose • Procure strategically, creatively and intelligently • Ensure that suppliers support our objectives, delivering social value and supporting our sustainability targets • Utilise commercially beneficial contracts to achieve our delivery of new homes including joint ventures
<p>Our working arrangements and partnerships will be designed to minimise our environmental impact. We will:</p> <ul style="list-style-type: none"> • Have embedded our hybrid working arrangements to minimise the environmental impact of our offices and business travel • Maintain comprehensive environmental management and reporting arrangements, and seek assurance through accreditations • Deliver on our sustainable procurement policy, and use our partnerships to innovate and improve our environmental performance • Significantly reduce our use of single use plastics • Ensure all new start on sites for land and build schemes will be fossil fuel free by 2024 and net zero from 2025 	<p>Increased social value across our areas of operation. We will:</p> <ul style="list-style-type: none"> • Recognise that any of us can benefit from an extra bit of support at times in our lives and facilitate access to targeted wellbeing support when it can make a difference regardless of tenure • Continue to work with our charitable partner Loughleigh Foundation to: <ul style="list-style-type: none"> - Provide support to customers that is outside the scope of our operating model in times of crisis - Provide support for our customers experiencing poverty - Provide support to customers and communities that will benefit their health and wellbeing • Signpost services to our customers that will help them to thrive in their homes and communities • Undertake pilot initiatives and research to develop sustainable support for customers and communities, with a view to enhancing our service offer and influencing local and national policy 	<p>Maximise income collection through proactive work with our customers. We will:</p> <ul style="list-style-type: none"> • Set service charges that are fair and transparent to customers • Develop our systems and processes to make it easy for customers to pay, maximise targeted customer contact and improve productivity levels in order to meet or exceed annual income collection targets
<p>Our customers will reduce energy consumption in their homes. We will:</p> <ul style="list-style-type: none"> • Support customers to reduce their energy consumption by using their homes in the most efficient way, engaging with them in a way that is tailored to their individual needs • Provide customers with controls and technology to reduce energy usage 	<p>Increased social value through partnerships. We will:</p> <ul style="list-style-type: none"> • Generate additional social value through our procurement processes and contract management arrangements • Work with local authorities, health authorities and charitable organisations to add value for customers through partnerships 	<p>Our services will be efficient and effective ensuring value for customers and maximising resource to support our Vision. We will:</p> <ul style="list-style-type: none"> • Make efficiency savings across our service delivery through the ongoing refinement of processes, and the effective utilisation of technologies and data • Minimise the re-let times of our homes whilst ensuring that lets are sustainable • Minimise the time from handover of new shared ownership homes to resale
<p>Supporting the move to electric vehicles. We will:</p> <ul style="list-style-type: none"> • Provide the infrastructure for electric vehicle charging facilities on all new schemes 		

Strategic Enablers



Governance and Viability

We will practice good governance, and will continue to deliver our legal and regulatory responsibilities through effective assurance and performance frameworks. We will maintain our financial viability to enable us to respond to our operating environment, and deliver our Mission of offering quality homes and services for people whose needs are not met by the open market.

Governance

We will:

- Have strong governance that effectively engages stakeholders, including customers, across all levels of our organisation
- Actively manage risk, setting clear risk appetites across different areas of operation, and regularly monitoring the likelihood and impact of risk before and after our mitigating actions
- Ensure our decision making is evidence based, using the wide range of insight we have gathered from customer feedback and data. Decisions will be made in consideration of the value provided in all respects: financial, social and environmental, taking account of the Board's risk appetite
- Continue to develop and monitor strategies and policies that provide clarity and direction across our operations
- Have a robust performance management framework in place and actively benchmark our performance across the housing sector and beyond
- Maintain an assurance framework that will provide comprehensive evidence of our compliance across all legal and regulatory requirements including but not limited to: health and safety; equality, diversity and inclusion; the social housing regulatory code; data protection and housing law
- Retain our G1 rating from the Social Housing Regulator
- Provide efficient, effective processes across all aspects of governance

Viability

We will:

- Maintain investment grade financial metrics
- Retain the financial strength to allow us to respond effectively to the changing risk environment
- Deliver improvement across all areas of the ESG framework
- Demonstrate financial discipline through a robust financial framework, regular stress testing, and operating within risk appetites
- Deliver efficiency across all our financial processes within a strong control environment
- Be earlier adopters of new accounting and regulatory standards as these will bring greater transparency to our activities
- Maintain strong operating margins and stable cash flow, allowing for the continued investment in our assets
- Retain a compliant viability rating from the Social Housing Regulator



Strategic Enablers



People and Culture

As an exceptional place to work, we will have the organisational capability required to deliver our strategic objectives. Our organisational design will enable agility, responding effectively to an ever-changing operating environment, and embracing the opportunities offered through innovation and new technology. Our values-based culture will be embedded across all areas of operations, ensuring our Customer Promise and Values are at the heart of decision making. Our colleagues will be engaged, developed and equipped.

Engaged

We will:

- Achieve a Best Companies Three Star rating (by 2027), demonstrating high levels of colleague engagement and motivation
- Ensure that colleagues believe in the Stonewater Vision, understand how their role contributes to success and take pride in the service we deliver
- Live our company Values, creating an environment that engenders respect and inclusivity, and encourages the pursuit of new opportunities. Our personal values are aligned to those of the organisation
- Ensure colleague wellbeing and psychological safety so that people are comfortable to speak up with ideas, questions, mistakes or concerns
- Maximise our internal communication channels and diverse range of employee representative groups to ensure colleagues' voices are always heard
- Promote our unique employer brand to ensure a constant supply of the most talented people in our sector and beyond. We retain high performers through competitive and innovative reward and recognition schemes, alongside exceptional personal and team development

Developed

We will:

- Be a learning organisation, welcoming feedback and fostering a culture of continuous improvement where knowledge is shared across teams and the wider housing sector
- Demonstrate values-based leadership and management capabilities, and behaviours that set us apart from others and ensure the continuous growth of the organisation
- Maintain a pipeline of talent for strategic resource planning sourced through a range of initiatives such as our sector-leading mentoring, graduate and apprenticeship schemes
- Have a coaching culture ensuring that colleagues are empowered to make decisions on behalf of the customer in order to deliver the Customer Promise
- Develop as an innovative and exciting 'Positively Digital' organisation, our digital skills are kept up to date in order to drive digital engagement internally and with customers, and make data-driven decisions

Equipped

We will:

- Ensure colleagues have the tools and information necessary to do their best work in a way that suits them and others
- Support colleagues to make the best use of technology and data through effective change management, training and support
- Put the health, safety and welfare of our colleagues at the forefront of everything we do
- Allow colleagues to work anywhere as long as it benefits them, their customers and their teams
- Operate our business as one whole system with a common purpose, with processes in place to remove barriers and enable colleagues to identify issues, fail fast and solve problems
- Design jobs and structures to ensure that colleagues know what is expected, have the tools to perform, and have the permission to act in the best interests of their customers and each other

Equality, Diversity and Inclusion (EDI)

We will:

- Design and maintain services that meet the diverse needs of the communities in which we operate
- Demonstrate a continued commitment to challenging discrimination, including instances where this falls outside of the nine protected characteristics, particularly socio-economic deprivation
- Have a clear leadership ethos for equality and diversity, and use customer and colleague profiling data to inform products, service delivery and cultural business decisions
- Continue to support and promote our inclusion policy of 'bringing your whole self to work' to ensure all Stonewater colleagues feel safe and aligned to our EDI objectives

Strategic Enablers



Partnerships and Innovation

We will develop sustainable, value-adding partnerships across all areas of our business based on a culture of mutual trust and collaboration. We will procure strategically, creatively and intelligently to maximise value.

Partnerships

We will:

- Work with organisations who are aligned to our Mission, Vision and Values, and which understand the importance of our Customer Promise
- Build on our long term strategic partnerships with Homes England, The Guinness Partnerships, Legal and General, our lenders, and cost sharing groups
- Develop effective partnerships where we understand each other's objectives, are flexible and transparent, and share skills and expertise increasing outputs and efficiencies
- Understand our communities in order to improve relationships with existing stakeholders, identify gaps and seek new beneficial partnerships
- Be involved in, and where appropriate lead, conversations that enhance our ability to build or acquire more homes and to help us deliver strong, resilient and inclusive communities
- Share our success and learning through partnership activities internally and externally
- Utilise our business and commercial partnerships to provide opportunities and support for our customers
- Actively seek partnerships that help us deliver our strategic goals including value maximisation
- Collaborate with partners on the development of shared technology that increases efficiency and enables insight
- Regularly evaluate the effectiveness of our partnerships, and deliver an annual partnerships map and plan to support continuous improvement

Procurement and supply chain management

We will:

- Capture and maximise the use of all available contract and supplier data, to support colleagues in delivering services
- Have robust governance arrangements for the appointment of all suppliers, irrespective of the value of the requirement or intended contract, to ensure full mitigation of risks
- Maintain contract management that effectively delivers core services and maximises additional benefits



Innovation

We will:

- Be trusted as thought leaders in our specialist fields; using our significant influence and credibility to shape policy and professionalise our sector
- Continue to support opportunities to innovate through our thought leadership programme, supporting the social housing sector to develop its approaches to housing management, environmental sustainability, customer wellbeing and support

Strategic Enablers



Data and Technology

Leveraging the power of data, technology, digital leadership and innovation in the delivery of our services and homes.

Data

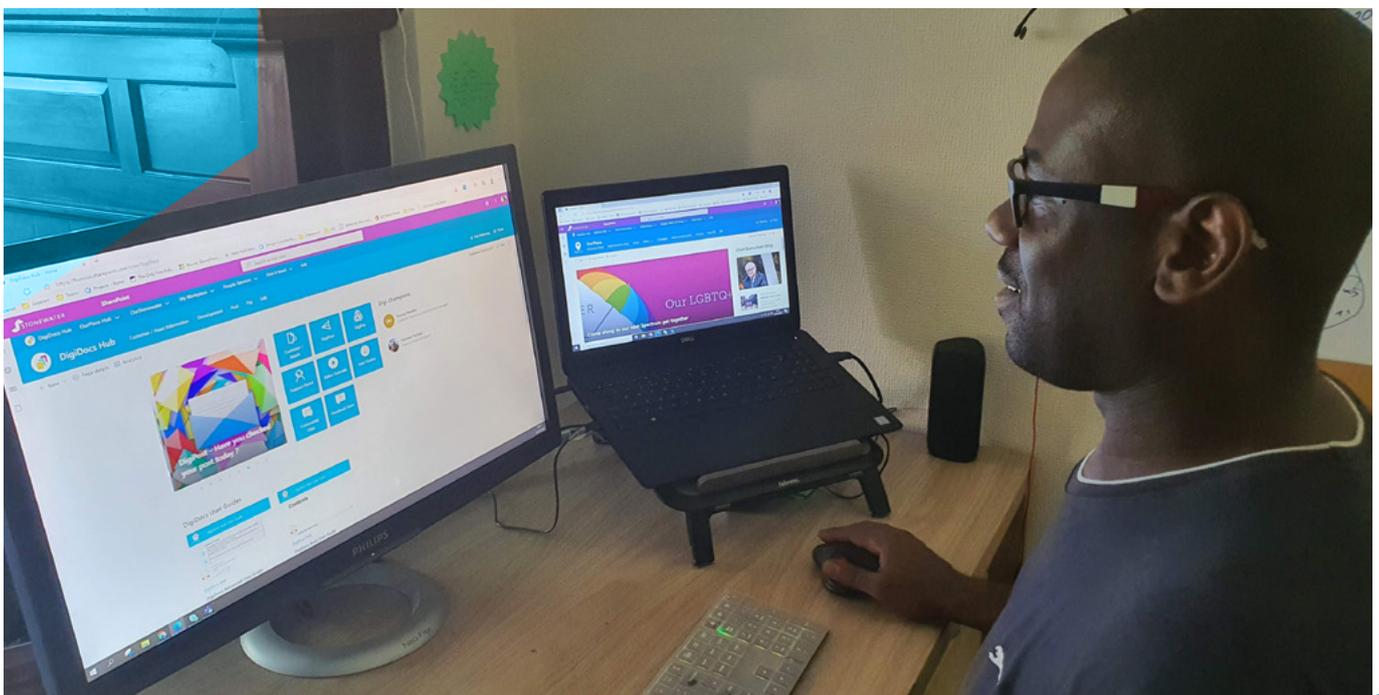
We will:

- Deliver a data strategy that will enhance our capacity and capability through quality insight and intelligence to make better decisions and take actions that add value to customers and the business
- Use data to improve our ability to provide personalised services, predictive actions that add value to customers, homes and business efficiency. Integrated information and data will improve collaboration and results through our work with our partners
- Maintain data principles that ensure strong data foundations, data skills amongst colleagues, and provide accessible data, so that data as an asset can have the most impact for the way we work and deliver services
- Use and manage data responsibly, ensuring that it is used in a way that is lawful, secure, fair, ethical, sustainable and accountable, while also supporting innovation and research

Technology

We will:

- Invest in technology that will enable our colleagues to work more flexibly and reap significant benefits for our customers, our people, and business
- Use technology to enable our hybrid operating model, delivering services that are connected, accessible, intuitive and feel personal
- Design digital services around customers, where digital will become the preferred choice but the customer experience is unified across different channels
- Use customer journey mapping alongside service design to improve and streamline our processes, using automation and artificial intelligence where these can add value to customer outcomes and colleague experience
- Ensure that, from service delivery to business operations, we are resilient to cyber-attack, thereby strengthening the organisation and ensuring that we are a safe and secure business
- Adopt a 'fast to follow' approach to emerging technologies, allowing choices that improve our technology capabilities within our risk appetite
- Minimise environmental impact through our technology choices



Monitoring

Outcome Measures

Within the Strategic Plan we have defined a suite of performance indicators which will assess overall progress in meeting our objectives.

We will continue to benchmark our performance with our peers with a clear aspiration for top quartile performance in all areas of delivery.

Overall

Key Performance Indicator	Frequency	Reported to	2022	Target 2023	Target 2027	Target 2030
Overall satisfaction with services (transactional)	Monthly	Board, CXCAP, ADCAP	83%	84%	87%	90%



Customer-centred Services

Key Performance Indicator	Frequency	Reported to	2022	Target 2023	Target 2027	Target 2030
% of tenancies terminated within 2 years	Quarterly	CXCAP, Board	0.9%	0.9%	0.75%	0.6%
Avoidable contact	Monthly	CXCAP, Board	14.3%	10%	8%	6%
First time resolution of customer enquiries	Monthly	CXCAP	70.6%	70%	75%	80%
First time fix for responsive repairs jobs	Monthly	ADCAP, CXCAP	-	80%	85%	90%
% of transactions via our digital channels	Quarterly	Board	34%	35%	50%	75%
Resolution of complaints at Stage One	Monthly	CXCAP	90%	94%	95%	96%
Housing Ombudsman determinations found against Stonewater (% of total complaints)	Quarterly	CXCAP	0.4%	0.5%	0.5%	0.5%
Responsive repairs customer satisfaction (transactional)	Monthly	CXCAP & ADCAP	83.4%	84%	90%	95%



Quality Homes and Neighbourhoods

Key Performance Indicator	Frequency	Reported to	2022	Target 2023	Target 2027	Target 2030
Gas compliance	Weekly/ Monthly	Weekly EDG, Monthly Board & ADCAP	99.59%	100%	100%	100%
Number of outstanding fire risk assessments	Weekly/ Monthly	Weekly EDG, Monthly Board & ADCAP	0	0	0	0
Homes owned and/or managed by Stonewater	Annual	Board	33,400	34,900	40,000	50,000
Homes managed on behalf of other housing providers	Annual	Board	404	689	2,300	4,000
EPC band C compliance	Quarterly	Board	75%	77%	90%	100%
Emergency repairs completed on time	Weekly/ Monthly	Weekly EDG, Monthly Board & ADCAP	99.31%	100%	100%	100%



Value Maximisation

Key Performance Indicator	Frequency	Reported to	2022	Target 2023	Target 2027	Target 2030
Total operating margin	Annual	Board	29.1%	-	-	-
Return on capital employed	Annual	Board	2.8%	-	-	-
Social value generated: Indicator to be developed during 2022/23	Annual	Board	-	-	-	-
Carbon neutrality: indicator to be developed 2022/23	Annual	Board	-	-	-	-
New Stonewater Land and Build completed homes are fossil fuel free	Annual	ADCAP	7%	25%	100%	100%
New Stonewater S106 approved homes are fossil fuel free	Annual	ADCAP	25%	25%	100%	100%
Average re-let time for all homes (days)	Monthly	CXCAP	21.7	19	15	15
% gross arrears	Monthly	Board & CXCAP	5.42%	6.0%	4%	3.5%
Income collected as a percentage of total due	Monthly	Board & CXCAP	99.56%	99.5%	99.5%	99.5%
% of shared ownership homes void for more than 6 months	Monthly	Board & ADCAP	6.1%	<=5%	<=4%	<=3%
Average sales time from handover to sale completion (weeks)	Monthly	Board	20	15	12	10

Strategic Enablers

Enabler	Key Performance Indicator	Frequency	Reported to	2022	Target 2023	Target 2027	Target 2030
Governance	Achieve SHIFT sustainability standard accreditation	Annual	Board	Gold	Gold	Gold	Platinum
Governance	Data breaches (reportable)	Monthly	Board	0	0	0	0
People	Best Companies star rating	Annual	Board	2*	2*	3*	3*
People	Employee turnover	Quarterly	Board	17.5%	<17%	10%	10%
People	Employee absenteeism	Quarterly	Board	3.7%	2.8%	2.5%	2.5%
People	Number of incidents reported to RIDDOR: non-employees YTD	Monthly	Board	1	0	0	0
People	Number of incidents reported to RIDDOR: employees YTD	Monthly	Board	0	0	0	0
People	% of colleagues that perceive Stonewater as thought leader in the sector	Annual	Board	72%	76%	81%	85%
People	Achieve Social Housing Equality Framework (SHEF) accreditation	Annual	Board	-	Achieving	Excellent	Excellent
Innovation	Annual percentage increase in media coverage, whilst maintaining a positive sentiment of no less than 90%	Annual	Board	74%	8%	8%	8%



Delivery

Developing our services

Our Strategic Plan is supported by a number of sub-strategies that provide further detail on the delivery of our objectives and include detailed action plans.

Progress of the delivery of these sub-strategies is monitored by our Challenge and Assurance Panels.

Key projects across these strategies that will be delivered in the next year are detailed below.



Key Project Delivery 2022/23

STRATEGIC OBJECTIVES

Customer-centred Services



Deliver the Customer Strategy Action Plan for 22/23 and embed our Customer Promise across services, including our supply chain partners, to ensure a 'universally good' service to customers, driving year-on-year improvement in satisfaction.

Deliver the Customer Voice and Influence work plan, ensuring continued improvements in customer communication and that we are prepared and able to meet the expectations of the Social Housing White Paper and changing regulatory environment.

Embed a learning culture, maximising the utilisation of complaints, feedback and other sources of customer voice to drive improvements in customer experience.

Refresh customer persona information and embed the use of customer insight to deliver a more targeted and personalised customer experience.

Through a greater use of customer insight and a focus on the customer onboarding process, increased prevention and stronger links with Longleigh Foundation reduce tenancy failure year-on-year.

Develop a flexible range of affordable tenure options to make sure we can meet the needs of current and future customers.

Develop a 'service blueprint' which embeds a case management approach across services improving customer experience, right first time resolution and customer ability to 'self-serve'.

Quality Homes and Neighbourhoods



Through the Development and Inorganic Growth Strategies:

- Deliver the pipeline programme of 3,000 new homes to enter build contract between April 2022 and March 2024
- Build on the pipeline programme to deliver additional new homes to meet the development target
- Implement a proactive and strategic approach to identifying opportunities for inorganic growth and potential merger partners

Through the Homes Strategy, deliver:

- a programme of investment in our properties improving safety, efficiency and increasing customers' satisfaction with their homes
- continued improvement of stock data through the completion of stock condition surveys
- pilot retrofit schemes that deliver a 'whole home' approach to investment

Through the Supported Living Strategy and Growth Plan deliver inclusive, trauma informed and strengths-based support services for young people, survivors of domestic abuse, and those experiencing mental health needs.

Develop a Retirement Living work plan, to make sure that schemes offer quality, inclusive living that meets the aspirations of both current and future customers and are focal points of vibrant, thriving communities.

Through delivery of the Customer Strategy Action Plan 22/23, play an active role in communities, ensuring communal areas are well maintained. Through strong partnership and community investment, increase community resilience and satisfaction in the neighbourhood year-on-year.

Through strong partnership with the Longleigh Foundation and others, work to identify the areas which customers need additional help to be able to thrive in their homes and communities, and develop our offer to meet these.

Value Maximisation



Deliver a proactive and predictive approach to income management to meet or exceed income collection targets and improve engagement with customers around early debt management to support tenancy sustainment.

Refine the end-to-end customer journey and experience to deliver year-on-year improvement in average re-let days.

Deliver the Value Maximisation Strategy.

Deliver the Environmental Strategy and Fuel Engagement action plans for 2022/23, including:

- Defining a science-based method for the calculation of carbon emissions and targets to deliver neutrality by 2050
- Establishing referral routes for fuel engagement support for customers
- Beginning the rollout of retrofit training to relevant colleagues (complete by March 2024)
- Establishing a baseline for single use plastic used in construction and maintenance of our homes

Adopt the HACT Social Value Roadmap to embed social value as part of our decision making and demonstrate the wider societal impact of our spending and partnerships.

Maintain ESG accreditation.

Key Project Delivery 2022/23

STRATEGIC ENABLERS

People and Culture

Undertake annual colleague engagement survey and develop and deliver action plan for improvement

Deliver My Customer Promise training

Develop and deliver an updated People Strategy and EDI Strategy

Launch a Learning Organisation Coaching Programme

Data and Technology

Develop and deliver an updated Technology Roadmap

Develop a Data Management Plan to improve data quality and support effective decision making

Continue to enhance our digital capabilities to support our operating model, focusing on outcomes to improve customer self serve, customer experience and ease of use, compliance and efficiency

Governance and Viability

Review and implement revised Performance Management Framework reflecting strategic priorities and utilising our improved data management functionality

Ensure all aspects of the new regulatory code are addressed in readiness for its launch including the collection of defined tenant satisfaction measures

Deliver the Governance Action Plan

Partnerships and Innovation

Complete annual partnership mapping and deliver the annual partnership plan

Develop and deliver new Procurement Strategy

Deliver Thought Leadership Programme



Our Mission

Is to offer quality homes and services for people whose needs are not met by the open market.



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