



About us

Our vision is to create opportunities for people to live better lives through the provision of better homes and better services.

Our belief is that given the right opportunities at the right time our customers will find their own solutions to improve their lives. Our homes and services offer the foundation to build and shape the rest of their lives.

We are motivated by our purpose, focused on creating opportunities to make real differences to people and the communities where they live.

We provide more than 7,000 homes for people across the Midlands and Yorkshire and Humber. Homes for those who need them, homes for families, homes for students, homes for older people – essentially, homes for everyone. We go beyond bricks and mortar. We focus on the people who live in our homes and the communities in which they live. Our homes are a starting point to help people achieve whatever they want to. We want to make a positive difference and put our customers first in everything we do.

We reinvest income to support more customers by developing and delivering excellent services, maintaining homes to a high standard and developing new homes for those that need them. We are committed to creating better places to live by investing in homes and communities, for current and future generations. However, we know we can do more.



About this strategy

This strategy sets out our ambitious plans for the next five years. We will become an organisation providing more supportive products and services that are developed in conjunction with our customers to ensure they meet their needs. These services will give help and support to those most vulnerable in society, helping them live better lives.

By 2024 we aim to support at least 10,000 people to live in a home that's right for them, support thousands more in the surrounding communities, and work across a wider geographical area than the 16 local authority areas we currently work in. We will have broadened the types of homes we offer to include supported housing for all different groups including those with additional needs, older people and those who need health-related support. We will deliver services to support our customers, and those living in our communities, helping them to overcome challenges they face.

Above everything we will provide an amazing service to all our customers and continue to look after their homes through delivering a fantastic repairs and maintenance service and ensuring their home is safe and secure through our compliance activities. Our wider teams will ensure their voice is heard in everything we do to improve our service and deliver value for them.

We appreciate that to deliver all this we need to identify and grow new opportunities to help fund it. That's why within this strategy we will continue delivering our property development programme, with a mix of outright sale, affordable home ownership and affordable rental homes to ensure we offer the different products our customers need. We will continue to work in the student accommodation market, offering products fit for purpose and fulfilling the need for these customers at that time of their lives. Our growth aims to ensure we are offering wider products and services that our customers need at different stages in their lives.

To achieve this, we will focus on equipping our people to ensure they have the skills, tools, support and empowerment they need to do what needs to be done. They will be what makes us and it is with them that we can truly become the organisation we aspire to be.

To support our people in delivering this strategy we will focus on our priority areas. Our customers will always be first, with activities and measures in place to ensure they get the excellent service they deserve. Our growth is our second priority, but this will only happen if it delivers more for our customers or supports even more customers. We won't grow simply for financial gain. Underpinning these are our partnerships and our efficiency. These are priorities that will have key activities to support delivering this strategy and achieve what we set out to do.



We have set out what we want to achieve by 2024 against each of these priorities – all with the aim to move us closer to achieving our vision for our customers.

Our customers

Objective: Provide the best possible service to the people in our communities.

Measure of success:

Increase customer satisfaction and then sustain it at a level above 90%



Our customers are our absolute priority. Everything we do is for the people we serve. We recognise that one size doesn't fit all. We need to adapt our approach to ensure all customers have access to the same high standard of service across the board.

We will do this by:

- Ensuring our repairs service meets our customers' expectations.
- Involving our customers to design services they want and help us monitor performance.
- Giving our customers more choice in how they communicate with us through digital means such as texting and online services.
- Providing increased support for our customers – both online and face to face.
- Supporting our people to deliver better for our customers, including providing them with the skills, tools and flexibility they need to succeed.
- Being seen out and about in the communities where we work.

Our Way of Working (WOW) programme, which started during 2017, is transforming the way we work – implementing new tools, processes and supporting our people in delivering a service that is truly customer first. It will finish during the timeframe of this strategy and will fundamentally transform the way we work as an organisation and how we support and engage with our customers.

Our partnerships

Objective: Work with others to grow the service we offer and improve the lives of those living in our homes and the communities in which we work.

Measure of success:

Develop new services to the demands and needs of our customers and communities. We aim for those services to be at least 10% of our turnover.



We know we cannot work alone to achieve our goals. Through partnership working, we aim to add real value to everyone who lives in our homes, the community and neighbourhood. Ultimately, we will work with others to enhance our service offering and improve the lives of those living in our homes.

We will do this by:

- Building on our strategic links with local authorities and other key partner organisations.
- Implementing targeted and proactive stakeholder engagement and management for all areas we work.
- Identifying opportunities for us to deliver more through strategic partnerships or joint working.
- Continuing to develop relationships with sectors wider than housing to increase our offer for our customers.
- Developing our service offer to ensure we are supporting customers and the wider community.
- Supporting our people to build relationships and knowledge externally.

Our continued stakeholder engagement activity will help to foster and maintain good relationships with identified organisations – not necessarily ones usually associated with social housing. Cross-sector relationships, partnerships and collaboration are key to combatting some of the issues that many of our customers face.

We will be innovative in our approach, developing models and skills to meet the needs of our customers, and growing skills to meet our own future workforce requirements. We will ensure that throughout the lifetime of this strategy we develop an external view to the work we do to ensure we are always sharing our best practice and learning from others.

Our growth

Objective: Grow our organisation, creating financial efficiency and strength to support more customers.

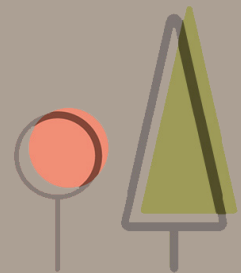
Measure of success:

Increasing the number of homes we own or manage towards our target of 10,000. Develop 1000 new homes.

Fundamental to our strategy is growth. Our aspiration to grow not only provides more financial stability but it enables us to make a bigger impact on our charitable aims by helping more people.

We will grow by:

- Developing a range of different tenures including homes for low-cost rent, affordable home ownership and outright sale.
- Increasing our scale of operation to work in new areas further than where we work now.
- Continuing with our new-build programme to develop more homes in areas where we see the greatest need.
- Seeking opportunities for growth through stock purchases or swaps.
- Identifying opportunities for us to deliver more through strategic partnerships.
- Developing our service offering to ensure we are supporting customers and the wider community.
- Develop different types of homes that meet our customers' needs.
- Defining and delivering our support service offering that's more than bricks.



Our efficiency

Objective: Ensuring we deliver an efficient and customer-focused service that drives value for money through the way we work.

Measure of success:

At least 90% of our customers feel their rent provides value for money
Increase customers' satisfaction with our repairs and maintenance service to 83% or over.



We have always taken a commercial approach, operating in an efficient manner, diversifying into other income streams. As a result, the organisation is financially robust and is well placed to achieve great things in a changing sector.

Our focus during the lifetime of this strategy is on generating maximum value for money (VFM). We will ensure the way we work is not only delivered in the best way for our customers but maximises efficiencies too. We will do this by:

- Ensuring we deliver an efficient repairs service that meets our customers' expectations.
- Delivering improved management information under a business performance management framework.
- Strengthening our procurement practices to deliver greater VFM.
- Developing new tools and technology to deliver more efficiently.
- Recognising our people are key and providing them with a learning environment where personal development is actively encouraged and supported.
- Equipping our people with the tools they need, including processes that work, to do their jobs more effectively.

The implementation of our WOW programme will see the organisation become much more agile and better able to respond to our customers' needs more efficiently.

For all new services we develop, we will use grant funding wherever possible to ensure we deliver services in line with our Value for Money Strategy. This way we can always ensure we can show our customers how we spend their money. We will continue to show the social return on what we spend. This is key to ensure we align to our charitable objectives and vision and show our wider impact as an organisation.

How will we achieve this?

Our people are at the heart of this. Without our people living and breathing our values, we will not be able to deliver on our ambitious goals.

Underpinning this is the way we work – The Acis Way. We ensure our values and guiding principles lead every decision we make and every activity we do to deliver excellent results.

Although this is a five-year strategy, it's important that this is continually reviewed and assessed against our customer engagement, insight surveys and data collected to ensure we are working to the benefit of our customers.

These next five years will present many challenges and hurdles for the sector to overcome. The United Kingdom's withdrawal from the European Union will undoubtedly impact the sector, however how hard is unknown at this early stage.

Government policy will continue to change throughout the lifetime of this strategy. Any reforms are likely to be phased in throughout the timescale of this strategy so we will need to remain flexible as possible to meet the demands of an ever-changing environment.

But we believe this strategy, whilst living our values and being ambitious, is achievable and will ensure we continue to provide the best opportunities for our customers.

How we will measure it?

Each year we will translate this strategy into an annual organisational plan and team plans which support us in achieving our vision. This will also identify what performance indicators will best measure the day to day work we do to deliver a quality service. After approval from our Board, this plan and KPIs are monitored every month by our senior and executive management teams, to ensure we are delivering in line with what we set out to do, and in the direction of achieving these five year measures.

Key measures of success for this strategy:

- ☐ Increase overall customer satisfaction and then sustain it at a level above 90%
- ☐ Increase employee engagement and then sustain our Investors in People (IIP) standard score at a level above 730
- ☐ Increasing the number of homes we own or manage towards our target of 10,000
- ☐ Develop 1000 new homes
- ☐ Develop new services to meet the demands of our customers and aim to generate 10% of our turnover through it
- ☐ At least 90% of our customers feel their rent provides value for money
- ☐ Increase customer satisfaction with our repairs and maintenance service to 83% or over.

