



2026–2031

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Strong
foundations.
Clear
direction.

Providing quality homes and services for people who need them most.

Creating places people can trust, belong and stay.

Welcome

A strategy focused on excellent services today and building the capacity to deliver more tomorrow.

Over the last 5 years, we have proven that our drive and resilience can achieve ambitious goals and push our housing excellence even further.

During this time, the housing market has continued to evolve. It's become more complex. Residents' needs have deepened. Expectations around safety, satisfaction and sustainability – our core drivers – have rightly increased. At the same time, economic pressures have intensified for residents, our colleagues and our organisation.

But our purpose hasn't changed.

This strategy will detail how we'll continue to progress, improve our services and adapt to a changing housing world. Let's make the next 5 years even better.

Our homes

We own and manage around 6,700 homes, primarily across **Berkshire and Buckinghamshire**. Most of our homes are in **Maidenhead**, with the remainder serving communities in **Slough, High Wycombe, Wokingham, Bracknell**, and surrounding towns.

We have a mix of houses, bungalows, specialist homes and flats, with none of our 400 blocks higher than 11 meters.

Over the last five years, we invested £40 million into safety, compliance, and repairs. The next 5 years will focus on driving our purpose and mission even further to achieve our ambitious vision for the future.

Our vision

We want residents to be proud of where they live and colleagues to be proud of where they work.

Our mission

To redefine the resident experience by putting people first.

Our purpose

To provide safe, good-quality homes and services for people who need them most, creating places people can trust, belong, and stay.

We succeed by doing the basics well and by working together. Strong governance, a positive culture, clear communication, useful technology, and good partners help us deliver.

“I feel that
Housing Solutions
have *nailed it* in
recent years.”

OUR VALUES 2026-2031

Our core *values* guide every interaction we make

They demonstrate how we prioritise residents and staff, and how we maintain strong trust and confidence no matter how uncomfortable or challenging a situation may be.



Ownership

Each of us takes responsibility for safety, satisfaction and sustainability in every decision and interaction.



Innovation

Use creative thinking, passion, energy, and enthusiasm to meet compliance, improve services, and deliver energy-efficient homes.



Teamwork

Ensure we foster collaboration across teams and with residents, ensuring engagement and co-design are embedded in service delivery.



Inclusion

Work cooperatively with residents, colleagues, partners, and stakeholders to shape homes, communities, and systems that work for all.

These values create a culture that *empowers* us

Delivering safe environments, exceptional services, and a sustainable future – will be essential for achieving our strategic objectives.

DEVELOPING THIS STRATEGY

How we developed this strategy

Our approach was collaborative, evidence-led and shaped by lived experience.

We listened first.

Surveys, resident panels, walkabouts, digital feedback, and residents' voices helped shape our priorities for the next five years. Workshops, interviews and regular pulse surveys with colleagues and partners gave us insight into operational challenges and opportunities from the ground up.

We strengthened these insights with robust data.

Detailed segmentation analysis, tenant profiling and comprehensive stock condition reviews ensure our plans are inclusive and responsive to emerging needs. We also assessed the wider environment using PESTLE analysis to understand regulatory reform, economic pressures and sustainability challenges.

Financial resilience has been central throughout.

We benchmarked our performance, stress tested our business plan and carried out scenario modelling to ensure our ambitions are realistic and sustainable.

Our Board has been closely involved.

They held dedicated Spotlight sessions on key themes such as tenancy sustainment, budget planning and demographics. We hosted strategy and stakeholder events over 18 months, including sessions with engaged resident groups, and sought independent assurance through external governance reviews and internal audits.

KEY TAKEAWAY

In short, our strategy development has been embedded in our day-to-day work, particularly around safety and satisfaction, ensuring it is lived, not just written.

DEVELOPING THIS STRATEGY

A strategy that *promises* to put people first

To lead with purpose, and deliver homes and services that residents are proud to call home, and an environment colleagues are proud to call work.



Our service
promise:

“If it matters
to you,
it matters
to us.”

We promise to:

- 1.** **Keep you safe** — your home will meet the highest safety standards, and we will act fast on issues like damp and mould.
- 2.** **Be clear and transparent** — you will always know what we are doing, why we are doing it, and how it benefits you.
- 3.** **Listen and respond** — your feedback will shape our services, and we will show you the changes we make.
- 4.** **Deliver value** — every pound we spend will be focused on improving homes and services for you.
- 5.** **Plan for the future** — we will invest wisely so your home is energy-efficient, sustainable, and ready for tomorrow.

AIMS FOR 2031

Where we want to be by 2031

With a strategy rooted in the real, lived experiences of residents and staff, we are driving towards a business that is:

Safe

We will be recognised as a sector leader in safety and trust. Every home will meet the highest compliance standards, with damp and mould virtually eliminated and fire safety assured across all properties and care homes.

Residents will be able to see how their homes are performing through clear, accessible safety information online, and our investment programme will be transparent and visible.

We will also ensure the 'right home, right fit' for every household, which will reduce overcrowding and under-occupation through data-led tenancy reviews and targeted moves that improve wellbeing and security.

Satisfied

Resident engagement and transparency are paramount. So, performance, investment plans and service updates will be easy to access and supported by real-time feedback.

Our commitment to value for money will be evident in everything we do, through streamlined processes, digital efficiency and smarter procurement, ensuring every pound makes a difference.

Colleagues will thrive in a culture of innovation, inclusion and strong leadership, supported by modern tools that enable them to deliver excellent services.

Sustainable

We will deliver homes that are future ready. All properties will achieve EPC C or above, with SHIFT Platinum accreditation demonstrating our environmental leadership.

A validated five-year investment programme underpinned by comprehensive stock condition data will guide our decisions. We will continue delivering new, energy-efficient and accessible homes, balancing investment in existing stock with responsible growth as conditions allow.

STRATEGIC ENABLERS

The key to delivering our *strategy*

To make our vision for Housing Solutions a reality, we need the **right foundations, tools and behaviours** in place to turn ambition into action.



Progress

Real progress comes from people working together with clarity, confidence and purpose.



Governance, viability, and risk management.

Financial resilience, clear accountability and robust oversight give residents and partners confidence that Housing Solutions is well led and prepared for the future. Meeting our legal and regulatory responsibilities is fundamental, but so is embedding risk management to inform decisions, support innovation and help us respond quickly to change. Guided by values-led leadership, we will remain transparent, responsible and ready to adapt as the landscape evolves.

People and culture.

We listen to all residents, to build a clear and honest understanding of what it is like to live in a Housing Solutions home. This insight drives how we continually adapt and improve our services.

To support this, we will build a culture of trust and psychological safety where people feel confident to speak up and share ideas. Managers will lead first with clear expectations, regular one-to-ones and meaningful objectives supported by strong organisational rhythms that help us listen, learn and improve. This will ensure colleagues feel empowered, connected and proud to belong.

Communication and engagement.

Using resident insight and quality data, we will continue to improve satisfaction and strengthen transparency. Accessible digital channels will make it easier to stay connected, while personal contact remains at the heart of how we work. By involving residents in key decisions and combining insight with real-time feedback and face-to-face engagement, we will shape services around people's needs and keep wellbeing at the centre of our approach.

Data and technology.

Keeping our data accurate and up to date will allow us to spot issues early and act quickly. Modern, cloud-based systems will connect our services, improve speed and quality, and enable residents and colleagues to access what they need, wherever they are. We'll automate routine tasks to free up time to focus on other areas. Alongside this, we will promote digital inclusion so services remain accessible to all, while strengthening cyber security through rigorous testing, training and robust safeguards.

Partnerships and innovation.

By working in partnership with local authorities, investors and sector colleagues, we will explore opportunities for regeneration and new supply opportunities grounded in shared goals and values. Openness to new ideas, a willingness to learn and the confidence to scale what works will ensure we continue to evolve.

We have
listened,
adapted,
and *evolved.*

CHALLENGES AND CHANGES

Our renewed *purpose,* *ambition,* and *commitment*

The world has moved on since 2020. When we launched our last corporate strategy, the housing world looked very different. Since then, a lot has changed, as have the needs of residents.



Now, as we look ahead to 2031, we are excited to share a refreshed strategy that reflects our renewed purpose, ambition, and commitment to the communities we serve.

CHALLENGES AND CHANGES

What's changed?

1. Housing pressures have intensified.

Demand for affordable homes has surged while development costs and borrowing rates have risen, creating unprecedented financial strain across the sector.

2. Resident needs are more complex.

More households face affordability challenges, health issues, and social isolation, requiring tailored support and a focus on safeguarding.

3. Regulatory expectations have grown.

The Social Housing Regulation Act and new consumer standards demand stronger governance, transparency, and demonstrable tenant influence in decision-making.

4. Safety and quality standards are higher.

Post-Grenfell reforms and Awaab's Law have sharpened focus on building safety, damp and mould, and decency compliance.

5. Climate action is urgent.

Providers must accelerate energy efficiency upgrades and carbon reduction to meet net zero targets while managing cost pressures.

6. Technology is reshaping services.

Digital platforms, automation, and data analytics are now essential for responsive, transparent, and efficient service delivery.

7. Cybercrime is rising.

Since 2020, cyberattacks have grown in scale and sophistication, making robust cyber security and data protection critical to safeguarding residents and maintaining trust.

8. Financial resilience is under pressure.

Inflation, interest rate volatility, and tighter margins mean all Housing Providers must balance investment in existing homes with new supply while preserving liquidity and covenant headroom.

How does this challenge us?

These changes shape how we invest, how we deliver services and how we plan for the future. Ageing homes, higher safety standards, financial pressures and more complex resident needs require careful, balanced decisions.

At the same time, we must modernise our digital systems and services without leaving anyone behind.

CHALLENGES AND CHANGES

We will approach this by...

Supporting residents

Listening is already in our DNA. In 2024/25, 83.9% of residents were satisfied overall.

We aim to raise overall resident satisfaction to

89%
BY 2031.

Challenge:

Our communities are more diverse, especially outside Maidenhead. Beyond this, many more residents are facing money pressures, while younger residents require more repairs. Too many families live in overcrowded conditions while many larger homes are under occupied.

Our research shows lower satisfaction among some groups, including female tenants, overcrowded households, ethnically diverse residents and residents with disabilities. In October 2025, we spoke directly with those more likely to be less satisfied. They told us we must continue tackling anti-social behaviour, reduce overcrowding and improve digital services. Our Service Improvement Team Panel also challenged us to communicate more clearly and keep documents simple and concise.

Change:

We will offer earlier help, targeted support and inclusive services that work for everyone. By 2030/31, we will reduce overcrowding and make better use of under-occupied homes through smarter tenancy audits, targeted moves, and designing new homes that reflect household sizes. We will invest in planned works and renewals which will provide both better value and outcomes.

£ **19** MILLION

dedicated to fire safety.

Enhancing our homes

Challenge:

Our homes are ageing, and with new rules and legislation in place, we need to ensure our properties not only meet legal standards but provide a pleasant home for residents. Although we have been investing heavily and physically surveyed 100% of homes in the last five years, there are still more improvements for us to tackle.

Change:

Over the next decade, we plan to invest over £200 million into our homes, including £19 million dedicated to fire safety. In 2026, we will have revisited 1,700 homes, re-surveyed 267 properties acquired from L&Q, and inspected over 650 kitchens, ensuring our investment decisions are informed by up-to-date data. Working with expert partners, we carry out best-practice stock surveys and are currently updating our EPC data to support a £5.5 million energy improvement programme for 336 homes, partially funded by £2.75 million from the Warm Homes: Social Housing Fund.

We have also strengthened our in-house trades team's approach to damp and mould to meet our own high standards and the requirements of Awaab's Law.

We aim to invest over

£ **200** MILLION

in our homes over the next 10 years.

Updating our digital systems

Challenge:

Much of our operational information sits in legacy systems that don't fully connect, meaning data often has to be checked across multiple platforms. This slows decision-making, increases risk and can lead to unnecessary rework and added cost. Digital engagement also remains lower than we would like, with only 42% of resident contact online and 25% of repairs booked digitally, limiting efficiency and automation. Over time, ageing systems also increase vulnerability and make it harder to adopt modern, secure technologies.

Change:

By modernising our systems, improving integration and expanding digital access, we will reduce inefficiency, strengthen decision-making and create more secure, connected services. We are building from a position of strength. Our asset data is reliable and consolidated, giving us confidence in our homes, while improved resident insight is helping us design better, more responsive services.

Listening to our partners

They encourage us to keep up momentum on safety and compliance.

Challenge:

Our partners encourage us to keep up momentum on safety and compliance, be clear about how many new homes we will deliver and where, engage more often and more deeply, and keep improving the resident experience.

Change:

On top of this constructive feedback, we are proud that our partners describe us as trusted, open, and easy to work with. They praise our focus on safety and our care for residents. To maintain these strong partnerships, we are fully committed to building their feedback into our actions over the next 5 years.



We will increase digital contact from 42% to

75%
BY 2031.

OPPORTUNITIES

We are *building*, not starting from scratch

Although we have much to achieve, we are coming from a very strong base.

Our already-established strategies and relationships form a solid foundation for us to build on.

1. Our **strong governance and proactive risk framework** creates capacity for growth while safeguarding resilience.
2. The **trust and positive engagement we have with residents** provides a platform for co-designing services, so we get them right the first time. It also allows us to drive digital adoption without leaving anyone behind.
3. Our **stock data is a strength**, as consolidated, high-quality asset data provides a strong foundation for evidence-based investment and compliance.
4. We have **combined stock conditions with resident needs** to tailor interventions, reduce reactive repairs and improve satisfaction.
5. Our **strong relationships** with local authorities, funders, and contractors open doors for collaboration alongside shared delivery and risk management.
6. In terms of **geographic focus**, our stock is concentrated within an hour's drive of our Maidenhead office, enabling responsive, accessible services and reinforcing our local presence.
7. Access to **government grant funding** is a great support, with programmes like the Warm Homes Social Housing Fund and new government investment priorities enabling accelerated energy efficiency and new supply.
8. Embedding '**right first time**' principles and automation can release capacity, reduce costs, and improve assurance.
9. We nurture **stable and skilled trades teams**, alongside our in-house trades capability with a low turnover, to offer resilience, cost control and exceptional services.
10. By **modernising digital systems** and increasing digital engagement (from 42% to 75%) we will improve service delivery, reduce costs, and strengthen transparency.

**Safety is our
first duty and
the foundation
of *trust*.**



We'll continue to go beyond the minimum legal requirements to create homes, estates, and workplaces that are not only physically secure but feel safe and supportive.

Socially safe.

We're committed to safeguarding people at risk, supporting those with additional needs, and promoting mental health and wellbeing for colleagues and communities. To tackle anti-social behaviour, we will increase visible action with faster response times and more presence in hotspot areas.

Environmentally safe.

We will act fast on damp and mould, fire safety and building safety, ensuring full compliance across all homes. We will reduce overcrowding and under-occupation by helping residents move to homes that fit their needs. Using technology, we will spot risks early and fix issues such as failing boilers or electrics before they cause stress or harm.



Safe Strategic checklist

1. Safe homes, estates, and workplaces.

Deliver environments that meet all safety requirements and address risks quickly, with a strong focus on damp and mould, fire safety, electrical safety, gas safety, and building safety.

2. Fast response to damp and mould.

Act immediately on reports of damp and mould and maintain full compliance with Awaab's Law.

3. Safeguarding and support for people at risk.

Strengthen safeguarding practices and provide tailored support for residents and colleagues with additional needs, ensuring dignity and protection in every interaction.

4. Mental health and wellbeing.

Foster a culture of openness and support for mental and physical health through regular check-ins, accessible resources, and proactive engagement for colleagues and residents, including signposting to welfare benefits and support funds.

5. Right home, right fit.

Help residents live in homes that meet their needs by reducing overcrowding, making adaptations quickly, and working with local authorities on major changes. We will also provide support and incentives to help residents move to homes that better suit their circumstances.

6. 100% Property compliance.

Maintain robust systems and transparent reporting to give residents, partners, and regulators confidence.

7. Visible action on anti-social behaviour.

Increase presence and resources in hotspot areas to improve safety and reassurance.

8. Care home safety.

Complete all fire remediation works and maintain high standards of care home safety, maintaining 100% remediation works across the board.

Residents
know the value
of money and
so do we.

SATISFIED 2026–2031

Every pound will count, and every interaction will build *trust*

We will balance rising costs with efficiency and innovation, control spending through smarter procurement, streamlined administration, and digital transformation without compromising service quality or investment in homes.



Where stock acquisitions offer clear value for money, we will consider them – focusing on homes within our geography, in good condition, and capable of being integrated without high risk. This helps keep costs down, supports services such as our in-house trades team, and delivers benefits for all residents.

By wisely investing in people and systems, modernising technology, and embedding accuracy to eliminate rework and delays, we'll create faster decisions and better outcomes for residents.

Satisfaction means listening, acting, and keeping promises: delivering services residents value and colleagues feel proud to provide.

Satisfied Strategic checklist

1. Work with residents to deliver valuable services.

Use feedback and co-design to improve repairs, complaints, communication, and estate services, and strengthen community building through local engagement and wellbeing initiatives.

2. Value for money everywhere.

Drive efficiency in procurement and operations and consider stock acquisitions where they deliver clear value for money, are within our geography, are in good condition, and can be easily integrated without high-risk issues.

3. Invest wisely in people.

Attract and retain the best talent, keep staff turnover low, and build a culture where colleagues feel valued and supported.

4. Modernise systems and approach for efficiency through accuracy.

Accuracy is the foundation of efficiency and assurance. By embedding a culture of getting things right first time through better data, integrated systems, and strong governance, we will eliminate rework, strengthen confidence, and free capacity for service improvement.

5. Easy access and digital inclusion.

Expand digital services so residents can interact easily and securely, while keeping high-quality face-to-face options for those who need them. We aim to increase digital contact from 42% to 75% by 2031, automate high-volume processes, and provide support for residents who struggle with technology – ensuring everyone is included and supported.

6. Transparency and trust.

Show residents how their rent is invested through clear reporting on value for money and service improvements, including clearer explanations of service charges and regular updates on support funds and welfare benefits. By 2028, we'll proactively make contact with 100% of the 'silent minority' to ensure everyone has a voice. Alongside this, to reflect our resident diversity and enhance engagement, we'll increase the number of resident board members and strengthen the diversity of our resident engagement panel.

7. Grow and diversify our teams.

Expand and diversify our DLO to reduce reliance on subcontractors, improve consistency, and build resilience.

SATISFIED 2026–2031

Performance report Objectives

KEY TAKEAWAY

Easy Access and Digital Inclusion shows the biggest ongoing increase rising from 42% to

75%

	2025	2026/27	2027/28	2028/29	2029/30	2030/31
1 Deliver Services Residents Value (% residents satisfied with overall service)	84%	84.7%	85%	85.4%	85.7%	86%
2 Value for Money Everywhere (% score re: VFM for tenants)	81%	82%	83%	84%	86%	88%
3 Invest Wisely in People (% colleagues satisfied with L&D offering)	76%	80%	83%	85%	86%	87%
4 Modernise Systems and Accuracy (% interfaces validated & error checked across core systems)	0%	50%	75%	90%	100%	100%
5 Easy Access and Digital Inclusion (% of resident interactions that are digital)	42%	45%	50%	55%	65%	75%
6 Transparency and Trust (% of residents who trust Housing Solutions)	72%	74%	76%	78%	81%	83%
7 Grow and Diversify Our Own Teams (supportive management for all colleagues)	76%	80%	83%	85%	86%	87%

Delivering
effective services
and more
efficient homes.

SUSTAINABLE 2026–2031

Sustainability means making *smart* decisions now to secure our future

Over the next five years, we will prioritise investment in existing homes and maintain compliance with safety and quality standards.

At the same time, we will strengthen our financial position, improve data, and modernise systems so the Board can make informed, agile decisions.

Our efforts will make sustainability real for residents, by focusing on benefits you can see and feel: warmer homes, lower energy bills, and safer environments. Progress will be published clearly, so everyone is aware of what's improving.

Future Homes

While new development capacity is limited in the short term due to significant investment in asset management and financial viability, we will explore opportunities to expand supply over time. This includes reviewing our golden rules, leveraging strong stock data, and using our enabling risk management framework to unlock capacity when conditions allow.

We will balance investment in existing homes with ambitions for new homes and regeneration where they are needed most. We will also make strategic disposal decisions where assets no longer represent value for money or pose health and safety risks, reinvesting proceeds into new, energy-efficient homes or improving existing stock.

As the new Decent Homes Standard places greater emphasis on quality and condition alongside age, we will review its impact on our asset management programme and business plan assumptions to ensure compliance and financial resilience.

By 2030, all our homes will achieve EPC C or above

100%

Sustainable Strategic checklist

1. Invest in and nurture existing homes.

We will deliver our investment programme guided by whole-life cost and data-led decisions. Combine planned maintenance, void management, and compliance activity into a single approach that reduces reactive repairs, accelerates lettings, and improves resident satisfaction. Maintain 100% stock condition surveys, ensure compliance with Awaab's Law and the Decent Homes Standard and keep residents informed about planned works and timelines.

2. Energy efficiency and environmental standards.

By 2030, all our homes will achieve EPC C or above, and we will progress from SHIFT Gold to SHIFT Platinum accreditation, demonstrating our environmental leadership. We'll clearly explain what this means for residents – warmer homes, lower energy bills and healthier living spaces.

3. Build capacity for future investment.

Develop a fully funded investment plan using validated stock and resident data. Free up capital by disposing of assets that no longer represent value for money for residents such as garages, high cost voids, or homes better

suited to the private sector, and reinvest proceeds into energy-efficient homes, regeneration, or improving existing stock.

4. Modernise systems and cyber security.

Invest in secure, cloud-based systems that protect resident data and enable mobile and AI-supported service delivery and provide reassurance that resident data is protected through regular checks and staff training.

5. Deliver new homes responsibly.

Provide around 175 additional homes in the short term and explore up to 1,000 in the next decade and 2,000 over the full plan – balancing investment in existing homes with new development with designs that reflect local needs and household sizes to reduce overcrowding.

6. Robust governance and risk management.

We will ensure strong governance, rigorous financial management, and integrated risk practices to enable confident decision-making and sustainable delivery.



SUSTAINABLE 2026–2031

Performance report Objectives

KEY TAKEAWAY

Modernise Systems and Cyber Security to increase from 50% to

92%

	2025	2026/27	2027/28	2028/29	2029/30	2030/31
1 Invest in and Protect Existing Homes (% Planned programme delivered on time and on budget)	100%	100%	100%	100%	100%	100%
2 Energy Efficiency and Environmental Standards (% homes at EPC C or above)	82%	84%	86%	88%	94%	100%
3 Build Capacity for Future Investment (% of disposals target met)	n/a	100%	100%	100%	100%	100%
4 Modernise Systems and Cyber Security (% core systems cloud-based)	50%	60%	70%	80%	90%	92%
5 Deliver New Homes Responsibly (% of new homes meeting target EPC B)	100%	100%	100%	100%	100%	100%
6 Robust Governance and Risk Management	G1 Mature/Enabling	G1 Mature/Enabling	G1 Mature/Enabling	G1 Enabling	G1 Enabling	G1 Enabling

With a clear strategy set, we need to effectively track our progress.

To show we are making positive steps forward.

Proving our progress

To do this, we will publish clear measures and updates so residents, colleagues, and stakeholders can see exactly how we are delivering against our ambitions. Monitoring will combine quantitative KPIs, qualitative feedback, and independent assurance, aligned to our strategic pillars and enablers.

Our KPI Framework

KPIs will be directly linked to the Corporate Strategy objectives and the three pillars: **Safe, Satisfied, Sustainable**.

- Monthly KPI reports will be presented to the Board, supported by trend analysis and commentary on variances.
- Dashboards will include both leading indicators (early warning signs for compliance, satisfaction, and financial resilience) and lagging indicators (outcomes achieved).

PROVING OUR PROGRESS

What we will publish

When it comes to checking in on our progress, you can expect to see measures including:

- Safety compliance, damp and mould response times, and any fire safety works completed.
- Resident experience metrics such as overall satisfaction, repairs satisfaction, complaint handling, first-time fix rates, and Tenant Satisfaction Measures (TSMs).
- Asset and sustainability measures including component replacement, Decent Homes compliance, EPC ratings, and carbon reduction progress.
- Community and tenancy outcomes such as anti-social behaviour resolution and right-sizing moves.
- People and culture indicators including staff engagement scores, regular pulse surveys, diversity in our trades teams, and professional qualifications achieved.
- Value for money indicators, including cost per unit, efficiency savings, and how we are keeping service charges affordable for residents.

Independent assurance.

Internal audit and external specialist reviews will validate delivery and highlight challenges. Benchmarking against sector performance and regulatory expectations will ensure alignment.

Annual strategic review.

The Board will conduct an annual deep-dive review of the strategy, assessing progress, emerging risks, and sector trends. During this time, any adjustments to the Corporate Plan and investment priorities will be made as needed.

Appendix

APPENDIX

SAFE – Strategic Objectives

	2026/27	2027/28	2028/29	2029/30	2030/31
1 Safe Homes, Estates, and Workplaces	<ul style="list-style-type: none"> • Full implementation of Awaab’s Law • Fire service partnership for Safe and Well visits • Commence compliance review of managing agents • Embed new Decent Homes Standard • EPC validation integrated into compliance reporting • External wall surveys commenced • Re-survey programme launched (1,600 homes, 267 L&Q homes, 650 kitchens) to inform investment decisions 	<ul style="list-style-type: none"> • Fire service Safe and Well programme maintained • Real-time reporting dashboards live 	<ul style="list-style-type: none"> • Resident-led safety audit pilot • Multi-sensors installed in empty homes • Digitised fire door management linked to Riskhub • Implement IoT fire/smoke detection • Remediation of Evenlode commenced • Roof-space compartment surveys complete 	<ul style="list-style-type: none"> • Independent safety review conducted CCTV installed in high-risk areas • Evenlode remediation commenced • 100% external wall surveys complete • Roof-space compartment surveys 100% complete • Fully published programme of works to all residents 	<ul style="list-style-type: none"> • All updated HHSRS Hazards tracked monthly • Resident self-service portal for home safety data • Identified security measures deployed • Evenlode remediation completed • 100% external wall surveys complete
2 Fast Response to Damp and Mould	<ul style="list-style-type: none"> • Awaab’s Law processes fully embedded end-to-end • Real-time dashboards for damp & mould cases 	<ul style="list-style-type: none"> • Monthly HHSRS hazard tracking • Real-time dashboards for damp and mould cases 	<ul style="list-style-type: none"> • Monthly HHSRS hazard tracking • Real-time dashboards for damp and mould cases 	<ul style="list-style-type: none"> • Monthly HHSRS hazard tracking • Real-time dashboards for damp and mould cases 	<ul style="list-style-type: none"> • Near elimination of damp and mould
3 Safeguarding and Support for People at Risk	<ul style="list-style-type: none"> • Trauma-informed training embedded 	<ul style="list-style-type: none"> • Trauma-informed approach sustained; refresh training; audit safeguarding practice • Peer support network introduced 	<ul style="list-style-type: none"> • Specialist Services: Expand partnerships for mental health, domestic abuse, and substance misuse support 	<ul style="list-style-type: none"> • Cultural review to promote right to disconnect 	<ul style="list-style-type: none"> • ISO 45003 accreditation
4 Mental Health and Wellbeing	<ul style="list-style-type: none"> • Mental health benefit package launched • Wellbeing dashboard for managers live 	<ul style="list-style-type: none"> • 85% managers & colleagues report positive mental health support 	<ul style="list-style-type: none"> • Annual wellbeing impact report published 	<ul style="list-style-type: none"> • Annual wellbeing impact report published 	<ul style="list-style-type: none"> • Workplace wellbeing accreditation achieved
5 Right Home, Right Fit	<ul style="list-style-type: none"> • Housing suitability assessments embedded in tenancy audit • Under-occupation strategy developed to support downsizing 	<ul style="list-style-type: none"> • Targeted overcrowding reduction programme launched 	<ul style="list-style-type: none"> • Overcrowding reduction impact report published 	<ul style="list-style-type: none"> • Reduce overcrowding to <7% 	<ul style="list-style-type: none"> • Rebalance occupancy: reduce under-occupation to 29% (=1,486 homes)
6 100% Property Compliance	<ul style="list-style-type: none"> • 50% compliance data held in cloud-based register • Re-survey programme launched (1,600 homes, 267 L&Q homes, 650 kitchens) 	<ul style="list-style-type: none"> • Increase cloud register coverage; strengthen transparent reporting 	<ul style="list-style-type: none"> • 95% compliance data in cloud register 	<ul style="list-style-type: none"> • Compliance data integrated into asset planning 	
7 Visible Action on Anti-Social Behaviour	<ul style="list-style-type: none"> • Hotspot identification system (data from complaints, patrol logs, police reports) • Enhance resident awareness campaign on how to report ASB • Implement targeted patrols in top 5 hotspots during peak times • Publish success stories and statistics to residents 	<ul style="list-style-type: none"> • Formalise information-sharing agreements with police and support agencies • Roll out joint patrols to all hotspot areas • Evaluate impact and adjust hotspot strategy based on data trends • Environmental Improvements: Install better lighting and signage in high-risk areas 	<ul style="list-style-type: none"> • CCTV deployment: Begin phased installation in persistent hotspot areas • Launch resident-led neighbourhood watch or community champions scheme • Expand youth diversion programmes in partnership with local charities • Integrate ASB prevention into estate design and maintenance plans • Publish annual ASB impact report to demonstrate progress 	<ul style="list-style-type: none"> • Host community safety summit with partners and residents • Volunteer schemes: Introduce community safety champions or resident patrol initiatives 	<ul style="list-style-type: none"> • Secure partnership funding and embed ASB measures into core housing services • Set new five-year targets based on achieved outcomes
8 Care Homes Safety	<ul style="list-style-type: none"> • Complete fire remediation in 7 of 9 care homes by year 	<ul style="list-style-type: none"> • Complete fire remediation in 9 of 9 care homes by year-end 			

SATISFIED – Strategic Objectives

	2026/27	2027/28	2028/29	2029/30	2030/31
1 Deliver Services Residents Value	<ul style="list-style-type: none"> • 85% residents satisfied with overall service • 67% resident satisfied with complaint handling • 20% VFM assessment of managing agents – complete • Estate-specific satisfaction surveys launch • Plain English communications embedded • Publish tailored service impact report annually • Begin pilot of bespoke repairs service pathways for residents with complex needs 	<ul style="list-style-type: none"> • 86% residents satisfied with overall service • 68% resident satisfied with complaint handling • 40% VFM assessment of managing agents – complete • Real-time resident feedback on estates service standards launched • Resident-led service design pilots 	<ul style="list-style-type: none"> • 87% residents satisfied with overall service • 69% resident satisfied with complaint handling • 60% VFM assessment of managing agents – complete • Digital feedback loop for residents 	<ul style="list-style-type: none"> • 88% residents satisfied with overall service • 70% resident satisfied with complaint handling • 80% VFM assessment of managing agents – complete • Stakeholder participatory budgeting pilots launch 	<ul style="list-style-type: none"> • 89% residents satisfied with overall service • 75% resident satisfied with complaint handling • 100% VFM assessment of managing agents – complete • Resident co-governance embedded • Automated performance data accessible to residents across service and safety dashboards
2 Value for Money Everywhere	<ul style="list-style-type: none"> • 82% of tenants rate services VFM • 60% of homeowners rate services as VFM • Launch Resident VFM Panel • Begin annual VFM metrics tracking and service reviews • Start procurement reform and service reviews • Deliver first savings through smarter contracting and admin efficiencies • Value for Money review of expansion of the DLO into planned works • Procurement saving £250k • 75% of key procurement contracts offer social value • 60% of core service reviews completed 	<ul style="list-style-type: none"> • 83% of tenants rate services VFM • 63% of homeowners rate services as VFM • Introduce AI-enabled complaint analysis • Continue service reviews and publish progress • Procurement savings total £500k • 75% of key procurement contracts offer social value • 70% of core service reviews completed • Administrative overhead reductions 	<ul style="list-style-type: none"> • 83% of tenants rate services VFM • 66% of homeowners rate services as VFM • Continue service reviews and publish progress • Automate annual VFM performance report • Procurement savings total £750k • 95% of key procurement contracts offer social value • 80% of service reviews completed • Implement an AI powered predictive repairs pilot aimed at reducing repairs per property & increase satisfaction • Administrative overhead reductions 	<ul style="list-style-type: none"> • 84% of tenants rate services VFM • 70% of homeowners rate services as VFM • 50% of service charges automated • Continue service area reviews and publish progress • Embed service charge automation • Publish annual VFM performance report • Procurement savings total £1m • 100% of key procurement contracts offer social value • 90% of service reviews completed • Administrative overhead reductions 	<ul style="list-style-type: none"> • 86% of tenants rate services VFM • 75% of homeowners rate services as VFM • Continue service reviews and publish progress • Publish VFM impact • Digital savings total £500k • Service area productivity targets achieved • Procurement savings total £1.25m • 100% of key procurement contracts offer social value • 100% of service reviews completed • Administrative overhead reductions
3 Invest Wisely in People	<ul style="list-style-type: none"> • Succession planning introduced for critical posts including technical positions • Positive action to strengthen the diversity profile of colleagues compared to our local community • Turnover ≤13% • ≥81% colleague satisfaction with Housing Solutions as their employer 	<ul style="list-style-type: none"> • Colleague mentoring and coaching programmes launched • Colleague turnover target ≤12% • ≥83% of colleagues satisfied 	<ul style="list-style-type: none"> • All qualifying colleagues have completed or are studying towards a Housing Management qualification • Insights profiling and training completed for 100% of team • Colleague turnover target ≤12% • ≥85% of colleagues satisfied 	<ul style="list-style-type: none"> • Annual colleague innovation showcase • Colleague turnover target ≤11% • ≥86% of colleagues satisfied 	<ul style="list-style-type: none"> • At least 95% of colleagues satisfied with learning and development opportunities • At least 90% of colleagues recommend Housing Solutions as a great place to work • Colleague turnover target ≤10% • ≥87% of colleagues satisfied

SATISFIED – Strategic Objectives (Cont.)

	2026/27	2027/28	2028/29	2029/30	2030/31
4 Modernise Systems and Approach for Efficiency through Accuracy	<ul style="list-style-type: none"> 80% of colleagues use AI productivity tools (cumulative volume) Begin legacy system review; Consolidate core data into secure cloud 50% of interfaces validated and error-checked across core systems 95% of internal governance documents passing first-submission quality checks 	<ul style="list-style-type: none"> 90% of colleagues use AI productivity tools (cumulative volume) Digital tools for colleagues’ growth and performance framework including integration with corporate strategy and targets 75% of interfaces validated and error-checked across core systems 97% of internal governance documents passing first-submission quality checks 	<ul style="list-style-type: none"> 95% of colleagues use AI productivity tools (cumulative volume) 75% systems cloud-based; Audit data processors; Expand automation 90% of interfaces validated and error-checked across core systems 100% of internal governance documents passing first-submission quality checks 	<ul style="list-style-type: none"> 100% of colleagues use AI productivity tools (cumulative volume) 100% of interfaces validated and error-checked across core systems 100% of internal governance documents passing first-submission quality checks 	<ul style="list-style-type: none"> 100% colleagues using AI productivity tools (cumulative volume) 100% of core operational data consolidated into a single, secure system enabling real time reporting and analytics and ISO 27701 certification 70% core processes automated 100% of interfaces validated and error-checked across core systems 100% of internal governance documents passing first-submission quality checks
5 Easy Access and Digital Inclusion	<ul style="list-style-type: none"> New website launched Digital champions programme introduced Increase digital resident interactions to 45%, ensuring accessibility for all demographics 70% of operational areas use real-time data dashboards 	<ul style="list-style-type: none"> Real-time multilingual live chat tools launched; First language written communication launched Increase digital resident interactions to 50%, ensuring accessibility for all demographics 85% of operational areas use real-time data dashboards 	<ul style="list-style-type: none"> Increase digital resident interactions to 55%, ensuring accessibility for all demographics 100% operational areas use real-time data dashboards 	<ul style="list-style-type: none"> Resident feedback loop on digital trust Increase digital resident interactions to 65%, ensuring accessibility for all demographics 	<ul style="list-style-type: none"> Integrated digital platform for all core data Increase digital resident interactions to 75%, ensuring accessibility for all demographics £500k cashable and non-cashable savings achieved (cumulative value)
6 Transparency and Trust	<ul style="list-style-type: none"> 85% of relevant resident data recorded Plain English communications embedded; Resident Value for Money panel launch Information on website and portal easy to understand and plain English Resident-informed investment plan published 	<ul style="list-style-type: none"> 90% of relevant resident data recorded including disability Proactive contact made with 100% of the ‘Silent minority’ Increase the number of resident Board members Positive action to strengthen the diversity of resident engagement panel to better reflect the diversity of our residents Resident-informed investment plan published 	<ul style="list-style-type: none"> 99% of relevant resident data recorded including disability Continue social value reporting; Launch resident data protection charter Resident-informed investment plan published 	<ul style="list-style-type: none"> Embedded partnerships with specialist providers to support residents’ complex needs Publish annual VFM assurance report; Expand transparency dashboards Publish programme of works and progress against asset plan 	<ul style="list-style-type: none"> Rolling 5-year programme published to residents (planned works & compliance) Review of 30-year stock investment programme by expanded resident groups and panels
7 Grow and Diversify Our Own Teams	<ul style="list-style-type: none"> L&D opportunities to grow and learn Explore expansion of DLO and career pathways and apprenticeships 	<ul style="list-style-type: none"> L&D opportunities to grow and learn Build internal expertise and DLO resilience and diversity 	<ul style="list-style-type: none"> L&D opportunities to grow and learn Build internal expertise and DLO resilience and diversity 	<ul style="list-style-type: none"> L&D opportunities to grow and learn Build internal expertise and DLO resilience and diversity 	<ul style="list-style-type: none"> L&D opportunities to grow and learn Build internal expertise and DLO resilience and diversity

SUSTAINABLE – Strategic Objectives

	2026/27	2027/28	2028/29	2029/30	2030/31
1 Invest in and Protect Existing Homes	<ul style="list-style-type: none"> • Priority component replacement – 33% complete • Re-survey programme launched (1,600 homes, 267 L&Q homes, 650 kitchens) • Co-create stock investment plans with engaged residents 	<ul style="list-style-type: none"> • Priority component replacement – 66% complete 	<ul style="list-style-type: none"> • Priority component replacement – 86% complete • Develop condition-driven investment programme 	<ul style="list-style-type: none"> • Priority component replacement – 94% • Rolling 5-year plan communicated to residents 	<ul style="list-style-type: none"> • 100% component replacements completed • Aids and Adaptations programme agreed with local authority partners to meet the needs of residents living with a disability • Establish regeneration programmes for poorly performing properties • NZC 2050 programme initiated
2 Energy Efficiency & Environmental Standards	<ul style="list-style-type: none"> • Complete Year 1 of SHDF • 84% properties at EPC C or above • Investigate PV revenue opportunities • Access warmer homes grant 	<ul style="list-style-type: none"> • 86% properties at EPC C or above • SHIFT Platinum targeted electric fleet transition begins • Access warmer homes grant 	<ul style="list-style-type: none"> • 88% properties at EPC C or above • Resident-led retrofit pilots; Circular economy pilots • Access warmer homes grant 	<ul style="list-style-type: none"> • 94% homes EPC C • Access warmer homes grant 	<ul style="list-style-type: none"> • 100% homes EPC C or above • Secured £6.7m in grant funding to de-risk delivery and maintain financial headroom • SHIFT Platinum achieved • Garage/property disposal target achieved • Secure third-party funding for EPC targets
3 Build Capacity for Future Investment	<ul style="list-style-type: none"> • Resident sustainability forum launched • ESG investment framework identified • Commence viability assessments for disposal options 	<ul style="list-style-type: none"> • Resident co-designed sustainability roadmap • Publish transparent investment rationale for major stock decisions 	<ul style="list-style-type: none"> • Community energy partnerships explored • Review of sheltered accommodation completed • Viability assessment for negative NPV properties • Disposal pre-selection list updated 	<ul style="list-style-type: none"> • £30m in new facilities raised • Impact report on disposal and reinvestment including VFM outcomes • Publish validated 5-year investment programme to residents 	
4 Modernise Systems & Cyber Security	<ul style="list-style-type: none"> • 60% systems cloud-based • Cyber risk register created • Advanced GDPR training Data Advocates embedded • Real-time dashboards for asset compliance 	<ul style="list-style-type: none"> • 70% systems cloud-based • ISO 27001 process started • GDPR self-assessment started • Resident-facing data protection campaign • Roll out digital tools for performance linked to asset data 	<ul style="list-style-type: none"> • 80% systems cloud-based • Auditing of data processors; Resident data protection charter launched • Audit data processors; Expand automation • Digitised fire door & compliance registers integrated 	<ul style="list-style-type: none"> • 90% systems cloud-based • Achieve full compliance with cyber security standards • Cyber resilience benchmarking begins; Annual data protection assurance report 	<ul style="list-style-type: none"> • 92% systems cloud-based • External review against best practice frameworks; Annual data protection assurance report • 75% core processes automated
5 Deliver New Homes Responsibly	<ul style="list-style-type: none"> • c40 new homes (75% through S106) • 100% EPC B or above 	<ul style="list-style-type: none"> • c40 new homes (75% through S106) • 100% EPC B or above 	<ul style="list-style-type: none"> • c40 new homes (75% through S106) • 100% EPC B or above • Explore regeneration-led new supply 	<ul style="list-style-type: none"> • c40 new homes (75% through S106) • 100% EPC B or above • Embed accessibility standard 	<ul style="list-style-type: none"> • c40 new homes (75% through S106) • 100% EPC A or above • Cumulative delivery aligned to Board-approved capacity
6 Financial Discipline & Risk Management	<ul style="list-style-type: none"> • Review golden rules/internal buffers • Complete NPV analysis for all properties; Consider risk headwinds 	<ul style="list-style-type: none"> • Update disposal list based on NPV analysis 	<ul style="list-style-type: none"> • Publish roadmap for regeneration and disposal strategy • Publish roadmap for sustainability reporting • Complete a review of sheltered accommodation 	<ul style="list-style-type: none"> • Secure grant funding and maintain liquidity buffers 	<ul style="list-style-type: none"> • Sector-leading sustainability impact report published

APPENDIX

Performance report Tenant Satisfaction Measures (TSM) – Current and future years

Measure Code	Description	Data Source	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
TP01	Overall Satisfaction	Tenant Perception Survey	78.7%	84%	84.3%	84.7%	85%	85.4%	85.7%	86%
TP02	Repairs satisfaction	Tenant Perception Survey	83.4%	87.4%	87.7%	88%	88.2%	88.4%	88.6%	88.8%
TP03	Repairs – Time taken	Tenant Perception Survey	79.7%	84.1%	84.2%	84.4%	84.6%	84.7%	84.9%	85.1%
TP04	Well Maintained Home	Tenant Perception Survey	80.2%	81.9%	82.1%	82.4%	82.6%	83.4%	83.7%	84.2%
TP05	Safe Home	Tenant Perception Survey	85.6%	88.1%	88.5%	88.8%	89.2%	89.6%	90.1%	90.5%
TP06	Listen and Act	Tenant Perception Survey	68.9%	77.3%	77.7%	78.1%	78.5%	78.9%	79.3%	79.6%
TP07	Keeping informed	Tenant Perception Survey	80.1%	87.1%	87.4%	87.6%	88.1%	88.5%	88.9%	89.4%
TP08	Fairly and with respect	Tenant Perception Survey	88.1%	94.5%	94.8%	95.1%	95.4%	95.6%	95.9%	96.2%
TP09	Complaint handling	Tenant Perception Survey	43.4%	64.2%	64.5%	64.8%	65.2%	65.5%	65.8%	66.2%
TP10	Communal Areas Clean and Well Maintained	Tenant Perception Survey	70.8%	75.9%	76.1%	76.4%	76.6%	76.8%	77%	77.3%
TP11	Positive contribution to neighbourhood	Tenant Perception Survey	72.4%	75.8%	76.1%	76.4%	76.7%	77.1%	77.5%	77.9%
TP12	Approach to ASB	Tenant Perception Survey	61.1%	66.8%	67%	67.4%	67.9%	68.5%	68.6%	69.2%

Measure Code	Description	Data Source	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
RP01	% homes meeting Decent Homes Standard ¹	Landlord Management Info	100%	100%	100%	100%	100%	100%	100%	100%
RP02	% emergency repairs completed within target timescale	Landlord Management Info	84%	96.8%	97%	97.2%	97.4%	97.5%	97.5%	97.6%
RP02	% non-emergency repairs completed within target timescale	Landlord Management Info	75.7%	65.5%	92%	92.2%	92.4%	93.6%	93.6%	94%
BS01	% homes with gas safety checks	Landlord Management Info	100%	100%	100%	100%	100%	100%	100%	100%
BS02	% homes with fire risk assessments	Landlord Management Info	100%	100%	100%	100%	100%	100%	100%	100%
BS03	% homes with asbestos surveys	Landlord Management Info	100%	100%	100%	100%	100%	100%	100%	100%
BS04	% homes legionella risk assessments	Landlord Management Info	100%	100%	100%	100%	100%	100%	100%	100%
BS05	% homes with lift safety checks	Landlord Management Info	100%	100%	100%	100%	100%	100%	100%	100%
CH01	Stage 1/Stage 2 complaints per 1,000 homes	Landlord Management Info	27.2/2.6	37.7/1.7	32.5/1.7	27.5/1.7	25.5/1.6	22.5/1.6	20.5/1.5	17.5/1.5
CH02	% Stage 1/Stage 2 complaints responded within timescales	Landlord Management Info	93%/93.3%	100%/100%	100%/100%	100%/100%	100%/100%	100%/100%	100%/100%	100%/100%
NM01	ASB cases per 1,000 homes	Landlord Management Info	17.6	38.2	37.8	37.6	37.4	37.2	37	36.8

¹Based on Decent Homes Standard as of November 2025

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