



2023-2026

Corporate Strategy



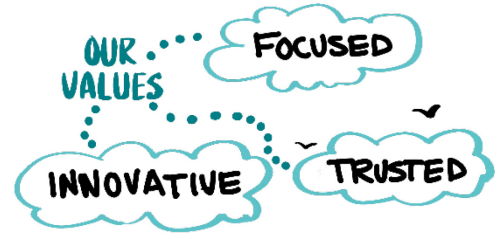
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Executive Summary

This strategy sets out the long-term vision for Homes in Sedgemoor (HiS) and the primary objectives for the organisation for the period July 2023 – June 2026. It also reaffirms our core values.



This strategy is very much an evolution of the previous strategy (2020-2023), building on recent successes, yet developed to adapt to opportunities and challenges found within the changing operating environment that we now face.

This strategy is our first since the creation of the new Somerset Council and transfer of HiS ownership to a new shareholder. This event heralds a number of new opportunities for HiS that this strategy will seek to explore and capitalise upon.



An effective strategy provides a clear plan and is a vital component of any organisation – it sets the direction for the future and serves as a guiding beacon for colleagues and Board to unify around.

This strategy has been informed by a

combination of discussions with key stakeholders and a careful analysis of our strengths, weaknesses, opportunities and threats. It has been developed in the context of both local and national operating environments, both of which remain fast changing and uncertain.



Strategy Framework

The strategy is built upon the following framework:

Vision: Our enduring vision is "To provide healthy homes and inspiring communities in Somerset"

Strategic Themes: These 5 new themes will guide the organisation for the for the next three years:

1. Healthy Homes
2. Customer Driven
3. Enriching Partnerships
4. Thoughtful Enterprise
5. Sustainability by Design

Core Strategic Objectives: These will underpin the core strategic themes and will be evidenced through **Strategy Delivery Plans**

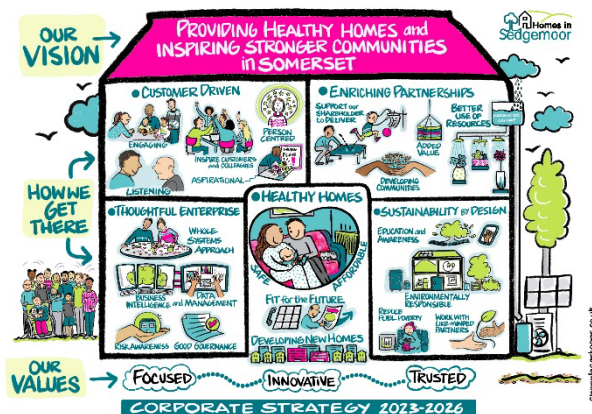
Success will be measured and reported through **Strategic Performance Indicators**

Our behaviours to achieve success will be underpinned by our existing company **Values**:

1. We are **Focused** (F)
2. We are **Innovative** (I)
3. We are a **Trusted** partner (T)

In summary, this strategy seeks to maintain HiS at the forefront of excellent housing management in the 21st Century. It seeks to ensure that HiS remains a valued partner of our shareholder, Somerset Council, ensuring that we deliver on the shared priorities in keeping with our position as a wholly owned and highly valued council housing management company.

A visual of the new strategy in a 'house' format is contained in Appendix 2.



Background – Where are we now?

HiS is an Arms-Length Management Organisation (ALMO) established in April 2007 with the remit of managing and maintaining c.4,000 homes on behalf of Sedgemoor District Council. Following the creation of a single unitary authority in April 2023, ownership of HiS transferred to the new Somerset Council.



We are among 25 other ALMOs in England managing a total stock of c. 325,000 affordable homes. First established in 2002, ALMOs were created to provide resident focused management by enshrining a strong voice for customers. This founding principle remains a strong part of the ALMO 'DNA' to this date and HiS intends to remain at the forefront of best practice in this area.

In return for managing Somerset Council's housing stock, HiS receives an annual management fee. Somerset Council remains our sole shareholder



and our responsibilities for managing the stock are set out within a 30-year Management Agreement (most recently renewed in December 2021). Importantly, HiS is not an asset-owning organisation but exists solely to manage Somerset Council's stock in a proficient manner. Failure to do this could result in a default of the requirements in the

Management Agreement and, ultimately, termination of the agreement entirely. For this reason, it is imperative that HiS always meets the requirements of the Management Agreement thus securing its annual fee and safeguarding its long-term future.

An analysis of strengths, weaknesses, opportunities and threats (SWOT) is regularly conducted by the HiS Board. Table 1 is an extract from January 2023 which identified the following factors.

Table 1: HiS SWOT Analysis – January 2023

STRENGTHS	WEAKNESSES
Collaborative culture	Reactive
Colleague belief and commitment	Income entirely dependent on management agreement
Customer focused and committed to giving customers a strong voice	Resilience due to small teams
Well networked	'Thin' ALMO
Good performance with excellent features ie income recovery	Customer insight needs to be developed
Stable Board	Lack of commercial edge opportunities
Expertise and well-trained colleagues	Board and ET - diversity and succession planning
Committed Board	Plateauing customer satisfaction
Committed colleagues	Cost effectiveness in some areas of service delivery
Innovative in delivery	Raising profile and awareness of HiS achievements with key stakeholders
Good external reputation	
Local and community focused	
Adaptable & resilient	
Sustainable Medium Term Financial Plan	
Stock Investment underpinned by stock condition surveys	
Robust compliance arrangements with skilled team in place	
Joint working with SWT and wider Partnership working	
30 year Management Agreement	
Refreshed Governance Framework	
Robust Performance Framework	
Sustainability Strategy in place	
Stable Executive Team	

OPPORTUNITIES	THREATS
'Ageing in Place' agenda – lifetime tenancy plans	National and local political change and instability
Development of new homes and management of alternative tenures	Hinkley impact on resources and supply chain
Cost effective energy efficient homes (climate agenda)	High inflation and low economic growth
Embrace technology	Reliance on SDC services (SLAs) and the need to agree services with SC
Commercial opportunities	Losing customer good-will
ICT/ Digital Strategy and work with SC to improve the IT infrastructure	Retaining colleagues
Remodelling and regeneration of stock	Local Government Reorganisation in Somerset (this threat is now considered to have changed to the threat presented by a future options appraisal)
Shared services – SWT (now Somerset Council)	Access to skilled workforce
Build a new partnership with Somerset Council	Access to tenant properties – re inspections
Build customer capacity to scrutinise business	HRA under financial pressure – Rent Cap etc
Local Government Reorganisation In Somerset (transition to a single unitary authority – Somerset Council - occurred in April 2023)	Colleagues pay and terms & conditions expectations. Industrial action
Need to ensure colleagues are trained for the future challenges	Local Government Budget Cuts leaving gaps in services
Customer Engagement and Involvement	
Development of New Corporate Strategy	
New Executive Team/ Senior Leadership Team/ Leadership Team	
Utilisation of data held	

The environment in which HiS operates constantly changes and evolves. The last three years have witnessed an unprecedented global pandemic and a cost of living crisis. It is no surprise that conditions in the UK residential housing market have become even more challenging in 2023.



This is as a result of many converging factors such as global economic uncertainty, the war in Ukraine, rising interest rates, increased living costs and the end of Help to Buy. Combined, these challenges make the case for well-managed, good quality affordable housing even more important.

In conjunction with these macro-economic pressures has been a fall in the sector’s income through a four-year rent cut and then a below inflation rent settlement for 2023/24. At the same time, regulatory and legislative changes arising from the Grenfell Tower fire tragedy and national concerns over poor management including damp and mould have necessitated the imposition of new requirements and expenditure.

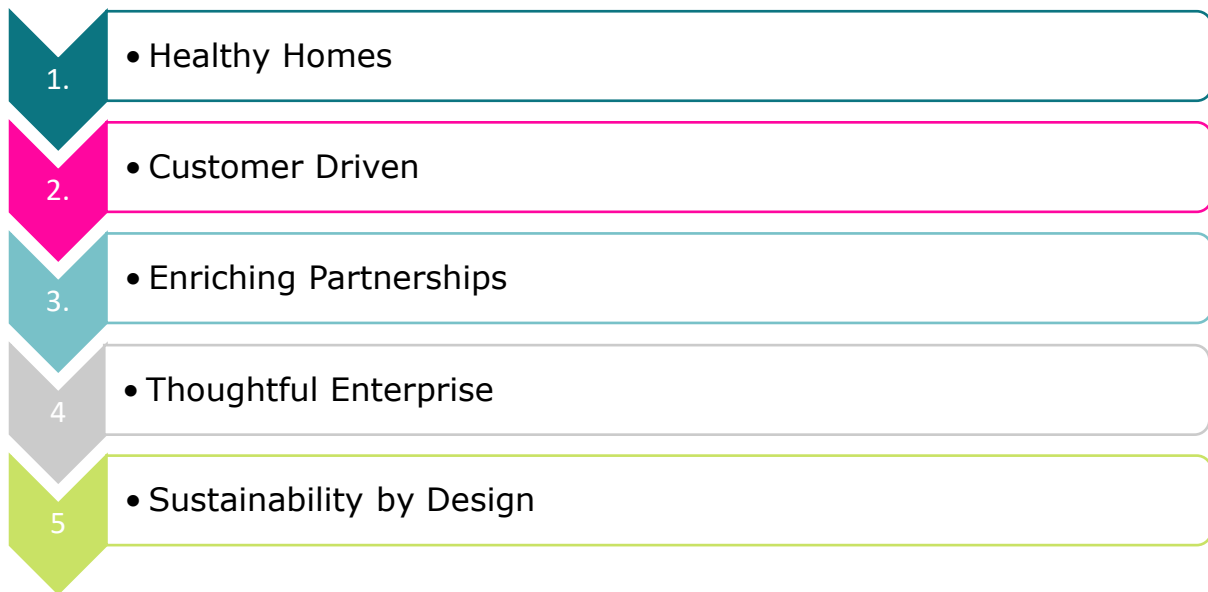
These requirements have placed greater burdens on already stretched budgets including Housing Revenue Accounts across England. Funding the future costs of maintenance and management of the housing stock has never been more important or challenging.



This strategy seeks to ensure that HiS achieves this on behalf of its customers and Somerset Council. For the next three years we want to ensure that HiS continues to keep our customers well served and kept safe. It also seeks to ensure that our performance remains at the highest possible level and our priorities remain closely aligned to those of our shareholder.

Where do we want to be in 2026?

Set against the current operating environment and the assessment of HiS' strengths, weaknesses, opportunities and threats, this strategy seeks to position HiS as an exemplar among managing agents in England. To achieve this, the strategy is constructed upon five core strategic themes:



Core Strategic Themes and Objectives

Core Theme 1: Healthy Homes

Healthy Homes are important because they contribute significantly to our customers' wellbeing and quality of life. Healthy homes will also help improve the health of local communities. Our customers spend a considerable amount of their time in their homes, and we recognise that as custodians for these homes, we can have a direct and positive impact on our customers' lives. We believe that everyone has the right to a healthy home. To achieve this, we have set ourselves four **core strategic objectives**:

1. **Safe Homes** – A safe home is the absolute minimum that we should expect for our customers. This objective builds on the last strategy's commitment to ensure that, above all else, we provide safe homes for customers that are warm, free from damp and meet all statutory and regulatory requirements for property compliance.

2. **Affordable Homes** – Not only should the homes we manage be safe, but they should also be affordable to both rent and heat/light. We recognise that achieving this across a diverse property portfolio is an immense challenge and requires careful planning and decision-making.
3. **Fit for the Future Homes** – As custodians of Somerset Council’s housing stock in the former Sedgemoor area, it is incumbent upon us to ensure that not only are the homes fit for purpose *now* but that they will also be fit for purpose in the *future*. Ensuring that homes are sustainable in the medium to long term is essential. Where they are not, we must act to address the challenge.
4. **Developing New Homes** - The acute shortage of affordable homes in Somerset shows no sign of abating and, working closely with Somerset Council, we are determined to use our development skills and resources to maximise the delivery of new affordable homes both on existing Sedgemoor HRA land and the wider Somerset area. We are also committed to making the best use of our existing stock through such means as regeneration and downsizing.

Core Theme 2: Customer Driven

Treating customers fairly and with respect is firmly embedded within our Customers First ethos. Equally important is our commitment to ensure that our customers are empowered and able to shape services, and their voice is continually heard. We are determined for our customers to be collaborative ‘drivers’ of our business and to trust us to be open and transparent. To achieve this, we have set ourselves five **core strategic objectives**:

1. **Listening** – Giving customers a strong voice in our business is paramount to our success. However, listening without learning or acting is a missed opportunity, so we want to continue to be an organisation that learns from feedback and shapes services accordingly. Having listened, we will be clear and transparent in our communications.
2. **Engaging** – This objective goes beyond just listening to our customers. We want to actively promote and support customer engagement and influence in our business to ensure that services are developed in partnership with customers and that we understand and respond to customers’ concerns. Engagement can take a variety of forms, so it is incumbent upon us to offer diverse opportunities for meaningful collaboration.

3. **Aspirational** – We want to help our customers develop their strengths and abilities to lead fulfilling and independent lives. We believe that better understanding and supporting our customers’ aspirations is an important facet of the business so that we can target and offer support as appropriate.
4. **Inspire Customers and Colleagues** – Building on the existing strengths of the business, we want to provide both an employee and customer experience that is inspiring. To achieve this, we need to understand where we can have the greatest impact with the resources available to us and effectively deploy these resources to engender positive feelings towards the organisation.
5. **Person Centred** – We view our customers as equal partners in the services we provide and therefore it is important that we enable customers to influence the planning, development and monitoring of our services. We will use our customer insights to ensure appropriate support. Coupled with our strategic commitment to listening and engaging with our customers, this objective seeks to further strengthen our work in this area and ensure that our customers are treated with dignity, compassion and respect.

Core Theme 3: Enriching Partnerships

We recognise that the complexity of our business necessitates effective partnership working. Understanding where and how we can offer value to our key partners is essential to our success and the delivery of positive outcomes to our customers and stakeholders. We want to remain a trusted and valued partner of choice, recognised for being knowledgeable, passionate and innovative. To achieve this, we have set ourselves four **core strategic objectives**:

1. **Support our Shareholder to Deliver** – We are a wholly owned council housing management company whose success is inextricably linked to the success of our shareholder, Somerset Council. Somerset Council is a new organisation, that, like many local authorities, is grappling with significant challenges of its own. We want to ensure that that we deploy our skills, experience and innovation to support Somerset Council in their challenges.
2. **Add Value** – Working closely with key partners will deliver more effective service outcomes. Where we possess valued skills and experience, we want to utilise these to strengthen our core

business, supporting key partners and broadening our impact in Somerset.

3. **Better Use of Resources** – We have a track record for driving efficiency within our business and recognise that our funding arrangement necessitates the continuous review of how we utilise our resources to best effect. We must remain financially viable and sustainable in the long term. Partnership working will help us to do this.
4. **Develop Communities** – We are committed to playing an active part in the development of communities within which we operate. We also acknowledge the limitations just one organisation can have so we will capitalise on our partnership working to help communities develop and prosper.

Core Theme 4: Thoughtful Enterprise

We want to be an organisation that has drive, determination, persistence and passion. The creation of a pan-Somerset council presents a number of exciting opportunities for us to grow in the months and years ahead. We want to grasp suitable opportunities when we see them, but these opportunities must be skilfully appraised to ensure that they align to our core business and competencies. To achieve this, we have set ourselves four **core strategic objectives**:

1. **Risk Awareness** – Our primary corporate responsibility remains to our customers and shareholder. As opportunities arise, we need to be adept at assessing them effectively. To achieve this, we need to employ effective reporting, communication, business process improvement, proactive design and contingency planning.
2. **Business Intelligence and Data Management** – The complexity and volume of information now associated with our business activities is increasing. To meet the business needs of the future and remain wholly compliant, we need to ensure that we deliver on our digital strategy and employ fit for purpose systems and maintain up to date and accurate data that will help us make more data-driven decisions.
3. **Whole Systems Approach** – Adopting a more holistic approach to our operations is a method by which to deliver optimal outcomes in the future. To achieve this, we need to develop greater competencies in thinking systematically and using this competency

to better explore new opportunities, improve efficiency and minimise mistakes.

4. **Good Governance** – In fulfilling our role as a trusted partner of choice, we will ensure that we continue to conduct our affairs with due regard for the law, maintaining the highest possible levels of corporate probity.

Core Theme 5: Sustainability by Design

The implications of climate change represent the greatest threat to our world. We fully recognise both our responsibilities and the opportunities to have a positive impact in tackling climate change. To achieve this, we now need to embed the climate change agenda into all that we do, making our operational footprint cleaner and greener, whilst leveraging our commitment to partnership working to meet our goals. We have set ourselves four **core strategic objectives** in this area:

1. **Education and Awareness** – We manage over 4,000 homes and service c.10,000 customers. Our ability to support new technologies is considerable yet without effective engagement with customers and colleagues we will fail to fulfil our climate change potential. This strategy commits us to a customer and colleague education and awareness programme that will form the foundation of our sustainability strategy.
2. **Reduce Fuel Poverty** – Affordable homes are a key component of our strategic commitment to delivering ‘healthy homes’. In 2022 it was estimated that over 13% of UK housing stock was in fuel poverty and a recent housing sector survey suggested that 3.5 million social homes are now in fuel poverty. This strategy specifically commits the organisation to a reinvigorated focus on reducing fuel poverty within the managed stock by harnessing all aspects of the business.
3. **Work With Like Minded Partners** – In the spirit of our ‘enriching partnerships’, we recognise that we can achieve far more in tackling climate change if we work closer with our partners. We want to use our commercial reach and influence to multiply our impact in tackling climate change.
4. **Fulfil Our Climate Change Responsibilities** – Our commitment to good governance and ethics dictate that we must accept our responsibilities and provide corporate leadership in this field.

How will we get there?

To deliver the strategic objectives contained within this strategy a delivery plan has been developed that encompasses each one of the five core themes and related objectives. These plans will serve as our yardstick for progressing the strategy over the next three years.

The plan is contained within Appendix 2 of this strategy.

Measuring Success

In order to gauge progress and performance in the delivery of this strategy, the following processes have been put in place:

- **Executive Team (ET)** – ET will review progress on a bi-monthly basis.
- **Board Updates** – These will be presented to Board every 6 months during the lifetime of the strategy.
- **Performance Indicators (PIs)** – A suite of Strategic PIs has been assembled in order to monitor progress across the strategy. Many of these PIs are drawn from Tenant Satisfaction Measures or operational KPIs. The suite is detailed in Table 2 below:

Table 2: Suite of Strategic Performance Indicators and Targets 2023-2026

Strategic Theme	Core Strategic Objective	Performance Indicator and Target	Director Lead/s
Healthy Homes	Safe Homes	<ol style="list-style-type: none"> 1. Status of Monthly Property Compliance Performance Target: GREEN rating 2. Tenant satisfaction Measures (TSMs) – Gas/Asbestos/Fire/Water/Lifts + Electrical Checks "Customer satisfaction that the home is safe" "Customer satisfaction that the 	Director of Asset Management & Safety (DAMS)

		<p>home is well maintained.” “Customer satisfaction with communal areas clean and well maintained.” Target: All TSMs on or above annual target</p> <p>3. Damp and Mould internal targets met</p>	
	Affordable Homes	<p>4. Average Energy Efficiency of Housing Stock meeting annual target (SAP) Target: 2023/4</p> <p>5. Customer satisfaction that rent provides value for money Target: Annual Target 23/24 = 89%</p>	DAMS
	Fit for the Future Homes	<p>6. TSM: “Homes that do not meet the Decent Homes Standard” (Target: To be set annually)</p>	DAMS
	Developing New Homes	<p>7. Number of additional homes provided per annum (Target: To be set annually)</p>	DAMS
Customer Driven	Listening	<p>1. Tenant Satisfaction Measures (TSMs): “Customer satisfaction that the landlord listens to tenants’ views and acts upon them” “Customer satisfaction with the landlord’s approach to handling complaints”</p>	Director of Communities & Customer Service (DCCS)

		<p>“Overall customer satisfaction with the service provided by the landlord”- 3-year target reviewed annually. Target: All TSMs on or above annual target</p>	
	Engaging	<p>2. TSM: “Customer satisfaction that the landlord keeps tenants informed about the things that matter to them”</p> <p>3. Percentage of customers formally engaged in services (Target to be set annually)</p> <p>4. Annual customer scrutiny and shaping services activities (Target to be set annually)</p>	DCCS
	Aspirational	None	DCCS
	Inspiring Customers and Colleagues	<p>5. Maintenance of an external People-related accreditation (IIP or similar)</p> <p>6. Employee Engagement Score (Target to be set annually)</p>	DCCS Head of People and Communications (HPC)
	Person Centred	<p>7. TSM: “Agreement that the landlord treats tenants fairly and with respect” (Target: To be set annually)</p>	DCCS




Enriching Partnerships	Support our Shareholder to Deliver	<ol style="list-style-type: none"> 1. Meet all Management Agreement KPI targets) (Target: 100%) 2. Maintain high levels of partnership performance (Target: TBA once means of assessment established) 	Director of Finance & Performance (DFP)
	Add Value	None	
	Better Use of Resources	<ol style="list-style-type: none"> 3. Housemark Indicators – Achieving “Relatively good performance at low cost” across all measures (Target: 100%) 4. We will deliver a balanced budget each year in line with the expectations contained within the 2023-2028 Medium Term Financial Plan (MTFP). (Target: As per annual budget) 	DFP
	Community Development	<ol style="list-style-type: none"> 5. TSM: “Satisfaction that the landlord makes a positive contribution to neighbourhoods” (Target to be set annually) 	DCCS
Thoughtful Enterprise	Risk Aware	<ol style="list-style-type: none"> 1. All corporate risks are within target level 2. Project performance dashboard - Projects on target and risks managed effectively. 	DFP

	Business Intelligence and Data Management	3. % of customer insight data collected and maintained 4. % of stock condition data within agreed timescales	DCCS DAMS
	Whole Systems Approach	5. Delivery of ICT and Digital Strategy Action Plan	DFP
	Good Governance	6. Average Board member skills matrix score	DFP
Sustainability by Design	Education & Awareness	1. Customer feedback on our support for them to become greener (Target: TBA once baseline established)	DAMS
	Reduce Fuel Poverty	2. Number of customers that have received support to alleviate fuel poverty. (Target: TBA once baseline established)	DCCS
	Work with Like-minded Partners	3. Percentage of contractors and suppliers who have signed up to our Sustainability Partnership Pledge. (Target: TBA once baseline established)	DAMS
	Deliver on our Climate Change Responsibilities	4. Annual reduction in organisational carbon footprint. (Target: TBA once baseline established)	DAMS



Our Values

To ensure the effective delivery of this strategy and create the pre-requisite culture, our existing corporate values remain relevant and meaningful. The values are as follows:

 <p>Focused</p>	<ul style="list-style-type: none"> • As a managing agent we need to be completely focused on our role and responsibility in order to deliver the very best services possible. Being focused is not about doing the most work but doing the most important work to the highest standard.
 <p>Innovative</p>	<ul style="list-style-type: none"> • To succeed we need to be open to new ways of thinking and working. We must create a working culture that is naturally dynamic, embracing innovation and learning so that we continually assess how we do things and improve them.
 <p>Trusted</p>	<ul style="list-style-type: none"> • Trust is the belief and confidence in the integrity, reliability and fairness of a person or organisation. An essential human value that quantifies and defines our interdependence in relationships with others.

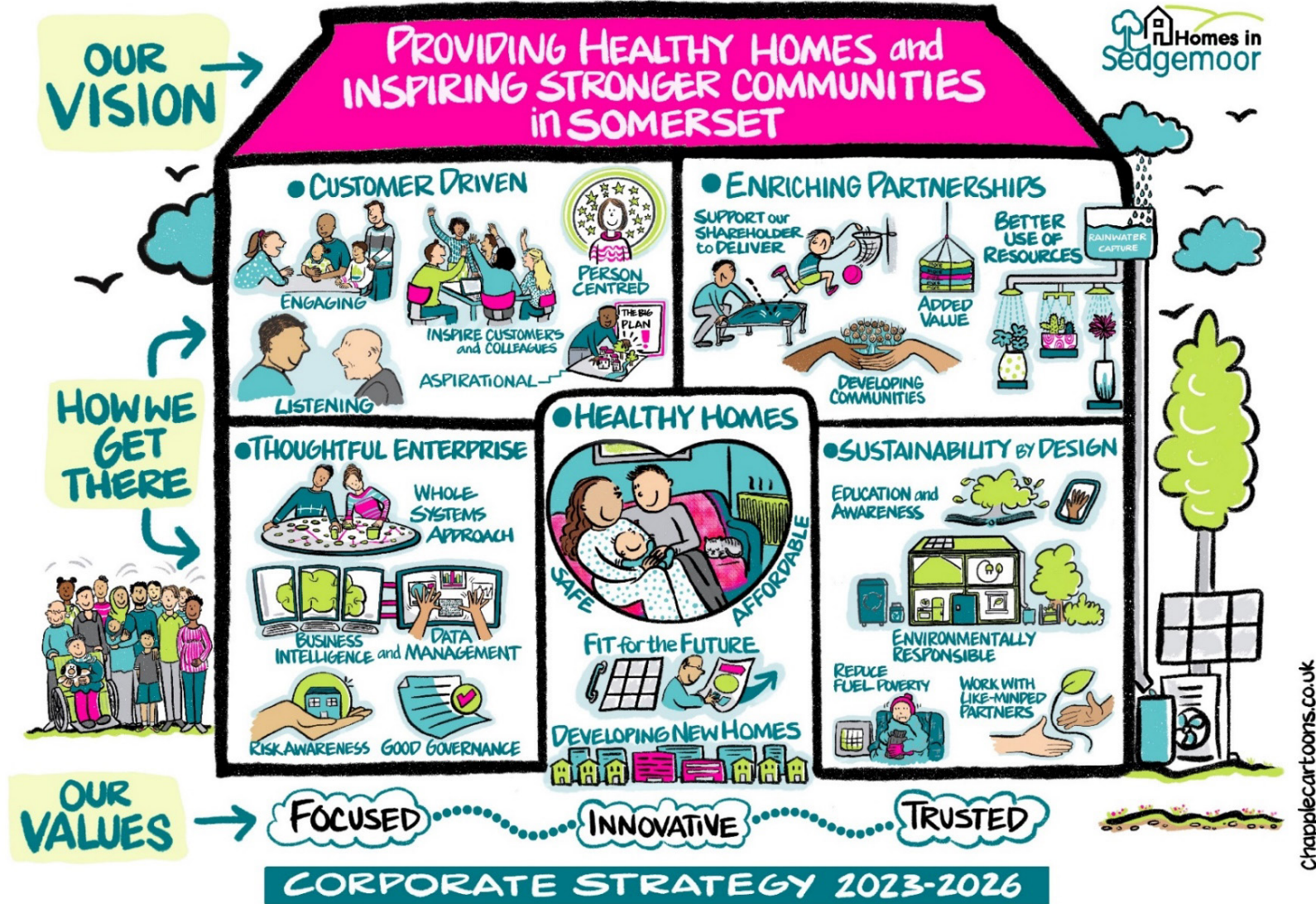
Resources

The resources required to implement this strategy are within the parameters of the 2023 – 2028 HiS medium-term financial plan.

Review

This strategy and associated delivery plans will be reviewed annually and any changes will be recommended to Board.

Appendix 1: Strategy House



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Appendix 2: Strategy Delivery Plans

Core Theme: Healthy Homes

Objective	#	Key Outcomes and Actions	Timescale	Lead
Safe Homes	1	<p><u>Outcome:</u> We will ensure that our delivery of property compliance remains at the highest possible level of assurance and that our sole shareholder is fully informed of our property compliance performance.</p> <p><u>Action:</u> To achieve this, we will deliver the Building & Resident Safety Assurance Framework and establish appropriate monitoring processes with Somerset Council (SC).</p>	2023	Director of Asset Management & Safety (DAMS)
	2	<p><u>Outcome:</u> We will ensure compliance with the requirements of the new Building Safety Regulator with regard to 'in scope' High Rise, Higher Risk Buildings.</p> <p><u>Action:</u> To achieve this we will compile the building safety case for SC's sole 'in scope' building (Westfield House) and ensure registration within the required timeframe.</p>	2023	
Affordable Homes	3	<p><u>Outcome:</u> We will ensure over the life of this strategy the stock we manage is appropriately improved in accordance with the 2030 Standard Assessment Procedure (SAP) C deadline set by the Somerset Climate Emergency.</p> <p><u>Action:</u> We will maximise all available funding opportunities to improve the energy efficiency of the managed housing stock and deliver our Social Housing Decarbonisation Fund work programmes on time and on budget.</p>	2023-2026	DAMS
Fit for the Future Homes	4	<p><u>Outcome:</u> We will always have an accurate strategic picture of the managed stock. This will deliver well informed investment programmes.</p> <p><u>Action:</u> We will ensure that all managed homes have a stock condition survey no older than 5 years of age.</p>	2023-2026	DAMS

	5	<p><u>Outcome:</u> We will ensure that we continually assess the medium to long term viability of managed stock, acting where necessary to address portfolio concerns.</p> <p><u>Action:</u> Working with SC, we will establish an effective protocol for stock disposals.</p>		
Developing New Homes	6	<p><u>Outcome:</u> We want to provide as many additional homes as possible within the capacity of the Somerset Council Housing Revenue Account (HRA).</p> <p><u>Action:</u> We will assist Somerset Council to develop a new pan-Somerset Development Strategy and support its delivery.</p>	2023-2026	DAMS

Core Theme: Customer Driven

Objective	#	Key Outcomes and Actions	Timescale	Lead
Listening	1	<p><u>Outcome:</u> We will further enhance our corporate 'antenna' for hearing the views of our customers.</p> <p><u>Action:</u> We will continue to explore new ways to hear the customer voice, seeking regular feedback from our customers and using this feedback to continually shape service delivery.</p>	2023-2026	Director of Communities and Customer Service (DCCS)
Engaging	2	<p><u>Outcome:</u> We will ensure that customers have established means by which to engage with HiS and influence services.</p> <p><u>Action:</u> Working with our customers, we will ensure that the actions contained within the Customer Influence and Engagement Strategy 2022-2025 are completed.</p>	2023-2026	DCCS
Aspiration	3	<p><u>Outcome:</u> We will better understand our customers' aspirations and provide targeted aspirational opportunities.</p> <p><u>Action:</u> We will continually explore innovative opportunities for customers (e.g. STRIVE Start Your Own Business) and develop a programme of activities during the life of this strategy.</p>	2023-2026	DCCS

Inspiring Customers and Colleagues	4	<p><u>Outcome:</u> We want our colleagues to be passionate and inspired by the important work we do.</p> <p><u>Action:</u> We will seek to maintain high levels of colleague engagement and maintain external validation (e.g. Investors in People, Best Companies, Investors in Excellence)</p>	2023-2026	Head of People & Communications (HPC)
Person Centred	5	<p><u>Outcome:</u> We will have a better understanding of our customer profile to better shape services.</p> <p><u>Action:</u> We will undertake an annual profiling exercise and maintain accurate and up to date data throughout the life of this strategy, demonstrating how we have used data to Improve service delivery.</p>	2023-2026	DCCS
	6	<p><u>Outcome:</u> We will ensure that our customers are treated with dignity, compassion, and respect.</p> <p><u>Action:</u> We will incorporate each of these facets into our internal training programmes.</p>		

Core Theme: Enriching Partnerships

Objective	#	Key Outcomes and Actions	Timescale	Lead
Support our shareholder to deliver	1	<p><u>Outcome:</u> We want to remain a trusted and valued partner to Somerset Council, offering support and experience wherever necessary.</p> <p><u>Action:</u> We will establish a regular means by which to objectively assess our partnership performance with Somerset Council.</p>	2023-2026	CEO
	2	<p><u>Outcome:</u> We want to build an open and constructive relationship with Somerset Council to establish how we can support their priorities.</p> <p><u>Action:</u> We will commence work by reviewing opportunities in procurement and service delivery.</p>		
	3	<p><u>Outcome:</u> We share Somerset Council's desire for the very best outcomes for social housing customers.</p>		

		<u>Action:</u> We will support Somerset Council in any future evaluation of housing delivery models, offering our support as necessary.		
Add value	4	<u>Outcome:</u> We want to better understand the effectiveness of current partnerships, identifying where gaps may be and establishing where value exists or may be lacking. <u>Action:</u> We will undertake an audit of our partnerships, evaluating their success and informing where we can offer the greatest value.	2023-2026	CEO
Better use of resources	5	<u>Outcome:</u> We will continually review our use of resources to ensure that we achieve optimal outcomes. <u>Action:</u> We will deliver our 2023-2026 Value for Money Strategy and the actions contained within it.	2023-2026	Director of Finance and Performance (DFP)
Community development	6	<u>Outcome:</u> We will work with our communities to ensure they are desirable places to live and work. <u>Action:</u> We will work with community partners to support local initiatives that create strong and resilient neighbourhoods.	2023-2026	DCCS

Core Theme: Thoughtful Enterprise

Objective	#	Key Outcomes and Actions	Timescale	Lead
Risk Aware	1	<u>Outcome:</u> When managing the organisation and considering opportunities, we want a sophisticated awareness of risk both at strategic and operational levels. <u>Action:</u> We will continually assess our risk register and risk appetite statement.	2023-2026	DFP
Business Intelligence and Data Management	2	<u>Outcome:</u> We will ensure the ongoing integrity of our data management systems. <u>Action:</u> We will undertake periodic audits of data management systems.	2023-2026	DFP

	3	<p><u>Outcome:</u> We want to ensure that our legacy systems remain fit for purpose in the future.</p> <p><u>Action:</u> We will undertake a comprehensive audit of our primary systems to evaluate their effectiveness.</p>		
Whole systems approach	4	<p><u>Outcome:</u> Working with strategic partners we will support improved health and social care outcomes for our customers.</p> <p><u>Action:</u> We will work with strategic partners to improve wider customer experience in how we deliver services.</p>	2023-2026	DCCS
Good Governance	5	<p><u>Outcome:</u> We want to maintain the highest standards of corporate governance throughout the life of this strategy.</p> <p><u>Action:</u> We will continue to review and assess our Board Governance Framework and we will undertake regular reviews of our effectiveness.</p>	2023-2026	DFP
	6	<p><u>Outcome:</u> We want to ensure that HiS is well prepared for the forthcoming Regulator of Social Housing (RSH) inspection regime that commences in April 2024.</p> <p><u>Action:</u> We will prepare for a forthcoming inspection by undertaking a 'mock' inspection exercise. We will learn from the findings and maintain a 'ready for inspection' status.</p>	2023-2024	DCCS

Core Theme: Sustainability by Design

Objective	#	Key Outcomes and Actions	Timescale	Lead
Education and awareness	1	<p><u>Outcome:</u> We want to become exemplars in engagement with our customers and colleagues on sustainability.</p> <p><u>Action:</u> We will develop a three year communications plan with customers and colleagues that will support households.</p>	2023-2026	DAMS
Reduce fuel poverty	2	<p><u>Outcome:</u> To help alleviate fuel poverty within the managed stock we need to have accurate data.</p>	2023-2026	DAMS

		<u>Action:</u> We will ascertain a picture of fuel poverty within the managed stock and devise a programme of action.		
Work with like-minded partners	3	<u>Outcome:</u> We want to ensure that our partner contractors are supporting our commitment to the climate change agenda. <u>Action:</u> We will devise and implement a Sustainability Partnership Pledge for key contractors and suppliers.	2023-2026	DAMS
Fulfil our climate responsibilities	4	<u>Outcome:</u> We will continue to have a clear strategy for reducing our organisational carbon footprint and for meeting regulatory requirements. <u>Action:</u> We will review our 2022-2025 Sustainability Strategy and maintain a regular external audit of our progress in this area.	2023-2026	DAMS