

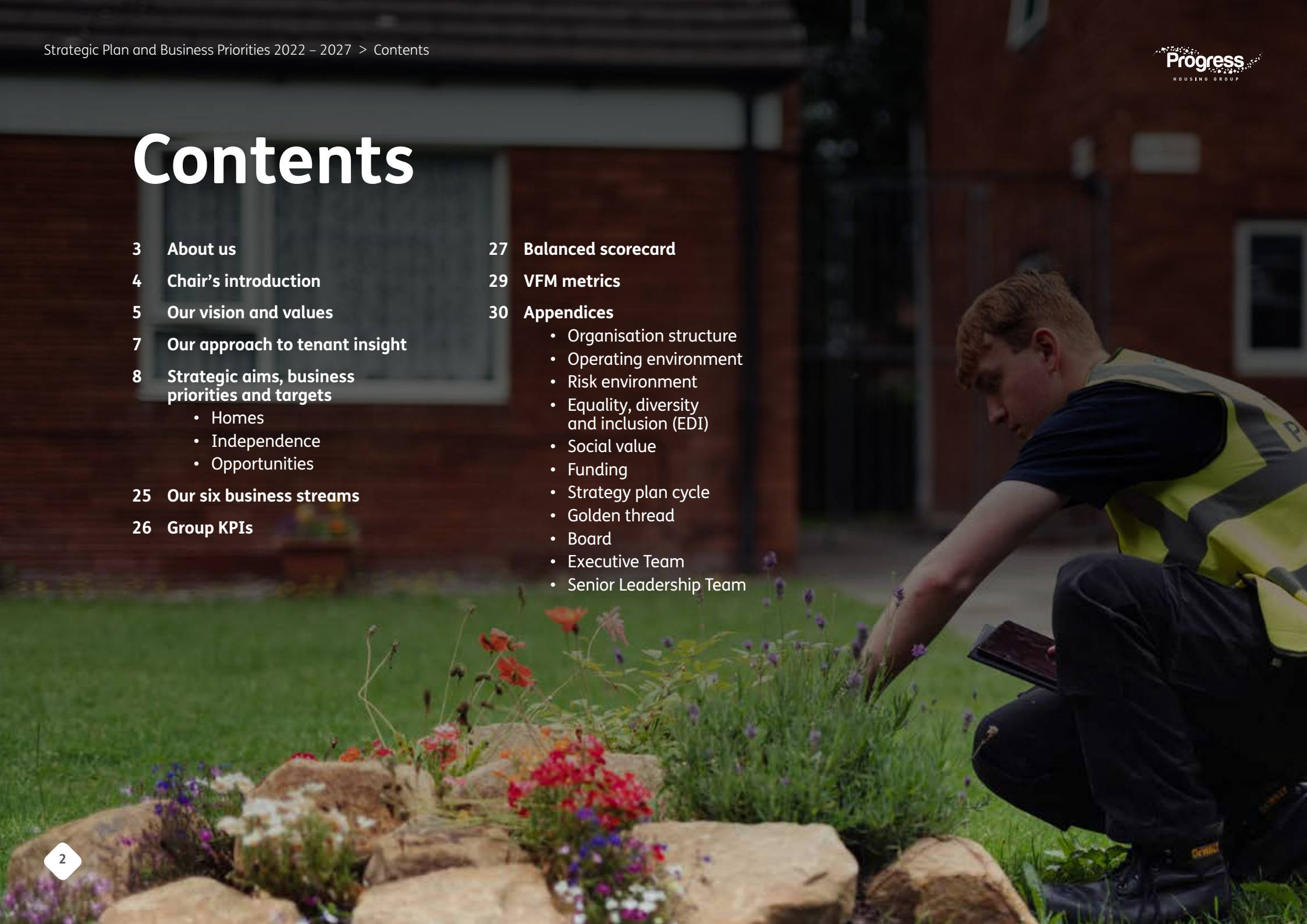
A photograph of a woman and two young children playing on a purple and blue play structure in a backyard. The woman is smiling and holding the hands of the child in the middle. The child on the right is standing on the structure and smiling. The background shows a wooden fence and a brick building.

# Strategic Plan and Business Priorities 2022 – 2027



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# About us

**Our vision is to have a positive impact on people and communities by providing high-quality homes, supporting independence, and creating opportunities.**

We are a well-run, financially resilient organisation that employs over 800 colleagues and is committed to our social purpose. We are a diverse organisation providing a wide range of services to our customers. We recognise that there is a demand for quality homes for people and the need for wider social purpose. This includes access to education, training and employment, and technology services tailored to individuals to enable them to live independently.

We pride ourselves on being a not for profit housing provider who owns and manages over 11,800 homes. This includes being lead providers of affordable homes, independent living for people over 55 and extra care accommodation, being a national leader in providing supported living homes for people with a learning disability and/or autism, acquired brain injury or enduring mental health conditions, and also providing keyworker accommodation in the health sector.

We are a regional leader in telecare, which supports around 60,000 customers, principally in the North West but gradually expanding into other areas.

We are committed to providing support to young people, single people and families, including people experiencing homelessness and women fleeing domestic abuse.

We are a small house builder providing high-quality homes.



# Chair's introduction

## Nigel Wright, Group Chair

**Welcome to our 2022-2027 Strategic Plan and Business Priorities (the Plan). This Plan sets out our vision and priorities for the next five years to 2027, highlights the priority issues for us to address, and shows how we will measure our successes.**

Through our experiences of both the pandemic and the external economic environment, we recognise that we need to respond to a different and more dynamic operating context; locally, regionally, and nationally. The pandemic has impacted on the way we all work and live our lives. Combined with rising energy costs and geopolitical tension, our tenants, customers and colleagues will need support to face these challenges.

This Plan recognises those challenges and builds on our existing plan. We have taken time to listen to our boards, committees, tenants and colleagues to help us shape this latest Plan which focuses on our three strategic themes - homes, independence and opportunities. Readers will see a shift of emphasis towards our six business stream activities. Each business stream now has its own business plan that collectively demonstrates the range of our activities beyond the delivery of core housing services.

Most importantly, we aim to continue to deliver new homes to increase the supply of affordable housing. We will also aim to ensure our existing homes are well maintained and fit for their purpose.

We will continue to support individuals and communities to have their independence because we strongly believe that independent people and communities have the best chance of being healthy, happy and safe.

We aim to improve the opportunities available for people who live in our homes, receive other services from us or work within our teams. We recognise that there is a huge inequality of opportunity. Our tenants are amongst the less advantaged in society.

Whilst our social housing activities take primacy, our commercial entities, including Concert Living, aim to generate profits to provide reinvestment to further Group objectives.

In developing this Plan, we have also considered a range of important requirements, including the climate emergency, which means that we will aim to reduce our environmental impact and improve the fabric and energy efficiency of our new and existing homes during the period of this Plan and beyond.

The government has stated it is committed to strengthening the relationship between tenants and landlords, empowering tenants, increasing tenant oversight of their landlord's performance, and ensuring transparency and landlord accountability. We have a good track record of tenant engagement and consultation; however, we plan to go even further to ensure we are truly operating 'Together with Tenants', and this Plan reflects that commitment.

Our Long Term Financial Plan, our Development Strategy, Asset Management Strategy, our EDI Strategy and our Value for Money Strategy are

key strategies approved by the board to support the delivery of this Plan. The latest VFM Position Statement shows where we are improving our performance and where we need to continue to improve. Furthermore, our latest annual report celebrates our achievements, demonstrating our commitments to our tenants, colleagues and stakeholders. We recognise that we cannot do anything without the commitment and support of our colleagues, and we will continue to invest in our team to develop a positive corporate culture.

The board directs and controls all the Group's activities and maintains close oversight of strategic risks. These have been given full consideration as part of this Plan, so we can be confident that we are in a strong position to cope with these and still deliver our strategic priorities despite the challenges we face.

Fundamentally, I believe this Plan demonstrates our continued commitment to deliver good quality social housing and neighbourhoods, keep all our tenants safe, challenge inequalities in our society, ensure we invest in providing new housing for a range of tenants and delivering our commitment to meet our environmental and net-zero carbon targets. Your board will, of course, track progress carefully throughout the period to ensure the Group builds on its success and strong reputation.

**Chair**





## Our vision

To have a positive impact on people and communities by providing high-quality homes, supporting independence and creating opportunities.

### Our values

Progress Housing Group's colleagues and non-executives are committed to working together to achieve the organisation's strategic aims.

We have identified the following values, which underpin everything we do:

#### People focused

People are at the heart of our business. By treating everyone fairly and understanding diverse needs and strengths, we can serve people better and provide services and opportunities that positively impact the lives of customers and colleagues.

#### Forward thinking

We work together to search for and implement innovative solutions and ideas that overcome challenges faced by our tenants, customers, communities, partners and colleagues.

### Expert

We use our knowledge, expertise and learning to invest in a positive future for all and aim to excel in all we do to provide the best possible standards of service.

### Genuine

We are open and honest, with a friendly, enthusiastic and energetic way of working, which is true to what we stand for.

### Collaborative

We work in partnership with our tenants, customers, colleagues, local communities and other experts, bringing everyone together to achieve more.

A review of our priorities and, therefore, our trade-offs is reflected in this Plan. This provides clarity on where we will invest and what we want to achieve as a social housing business.

## Cross-cutting themes

Our **cross-cutting themes** influence every part of our business and enable us to maximise our support for customers and achieve our business outputs. Our cross-cutting themes are:

**To place customers at the heart of what we do**, involving and developing services to fit the needs and aspirations of our customers. We aim to ensure that everything we do delivers great results for our customers. Our customers have a strong voice, both individually and collectively. We are committed to ensuring that this voice is always heard and that our services are shaped by it. Our decisions will be driven by the needs and aspirations of our customers. We have amended our complaints processes and will consider further actions with customers to respond to the Housing White Paper and new consumer standards. We will continue to learn from customer feedback in order to make service improvements. We aim to create a digital workplace that aligns with our agile working ethos. This will see us maximising the use of technology to optimise our overall efficiency and effectiveness to enhance our customers' service experience and enable them to access our services in a way that best suits their personal requirements.

**To challenge inequality in our society**, value diversity and further inclusion. The Group is committed to promoting equality, diversity and inclusion and a culture that actively values difference and recognises that people from diverse backgrounds and experiences can bring valuable insights to the Group and enhance the way we work. Our EDI Strategy and action plan demonstrates this commitment and will be delivered to ensure we maximise the positive impact of our work.

**To deliver our environmental objectives** and contribute to net-zero carbon targets. Our commitment is to play our part in delivering positive change to achieve decarbonisation targets and build a better environment for the future.

**To be a strong organisation** delivering growth, innovation, value for money and continuous improvement alongside high standards of corporate governance to ensure we operate in a safe and socially responsible manner. We aim to find the right balance between our social purpose and a commercial focus. Excellent performance, financial strength, effective procurement and continuous improvement

are crucially important to achieving our aims. We want to lead in our customer engagement, Progress Lifeline services, supported living provision, property compliance and our service offer to keep people safe in their homes and deliver our social purpose and business growth. We recognise the need for and are committed to continued investment in technology for our customers and our colleagues. Maximising VFM in our activities will help us deliver our priorities.

**To operate and behave as one team** to deliver our shared corporate objectives. We firmly believe that our colleagues and non-executive directors are the greatest resources we have. By working together as one team and valuing the contribution that everyone makes, we will achieve even more. We recognise the distinctive roles that our colleagues and non-executives play in our work. We consistently reflect our values in how we behave to deliver our shared social objectives.



Strategic aim 1

# Homes Business Priorities

**Our vision is to have a positive impact on people and communities by providing high-quality homes.**

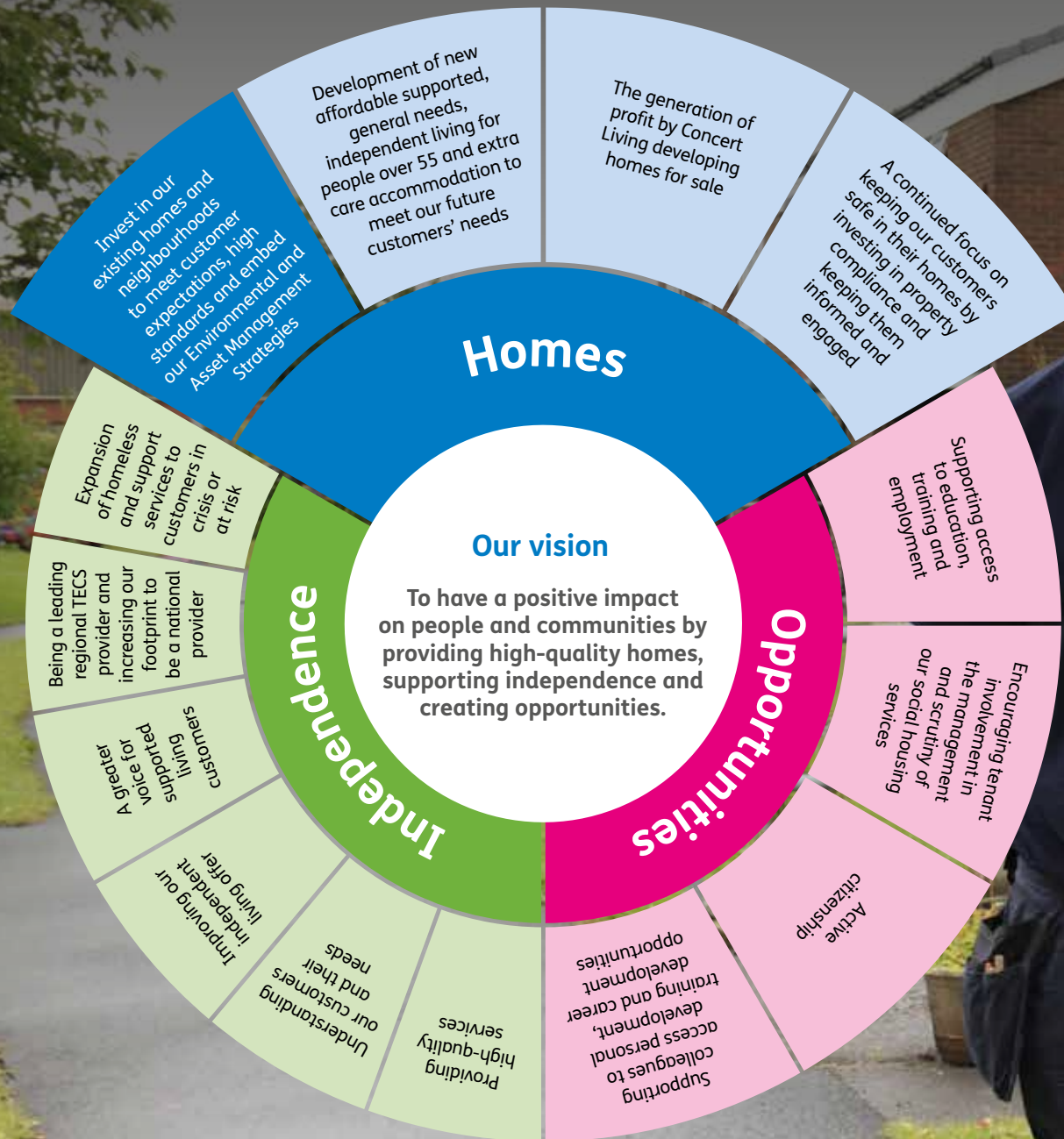
Investing in existing homes is a high priority for us, ensuring that our homes are maintained to a high standard in areas that are looked after and encouraging a sense of pride and belonging. This includes investment in maintenance standards and environmental sustainability works both to the home and the surrounding areas, which work for our customers. We recognise the importance of listening and hearing customers in relation to property safety, allowing them access to information relating to their homes.

We will build new homes to address the unmet needs in our core operational areas, focusing on affordable social housing, affordable home ownership and housing for people with a learning disability and/or autism, but also for those with other support needs such as acquired brain injury or enduring mental health conditions. Profits generated through Concert Living will be reinvested to support this. Concert Living will also help deliver land and affordable homes for the Group.

We will work in partnership with others to provide housing and support to alleviate growing needs, including homeless support services, as well as maintaining delivery of existing keyworker accommodation.

Over the next couple of years, we will gather more insight into our ‘customers’ aspirations and expectations to understand the tenant demographic profile and use this to inform future service delivery, including a review of our independent living service offer.





**Priorities for coming period**

Invest in our existing homes and neighbourhoods to meet customer expectations, high standards and embed our Environmental and Asset Management Strategies.

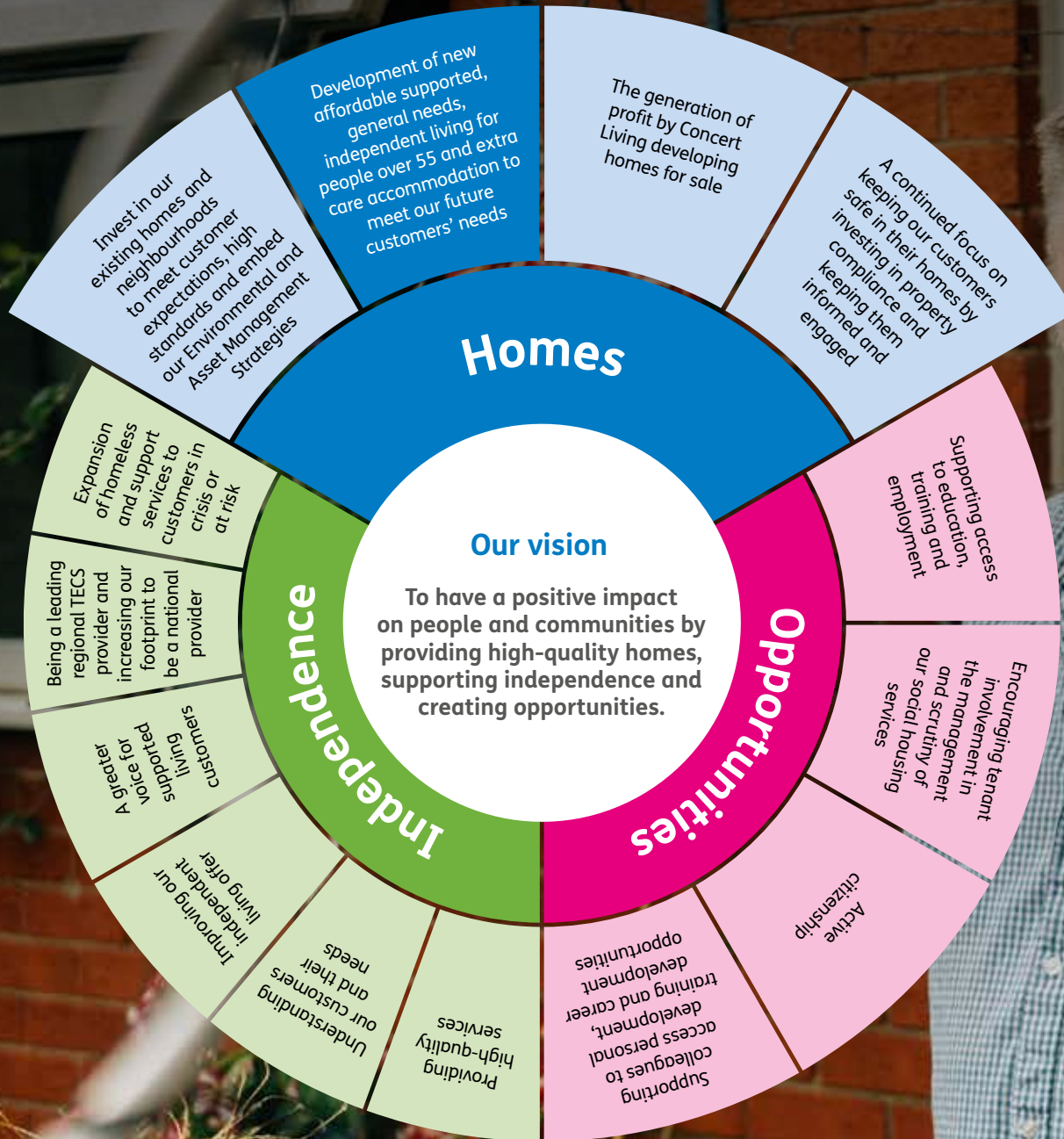
**Which business streams contribute**

General needs, independent living, Reside With Progress, Progress Living.

**Targets and measures**

£115 million investment in repairs and improvements.  
£20 million investment in environmental works.





**Priorities for coming period**

Development of new affordable supported, general needs, independent living for people over 55 and extra care accommodation to meet our future customers needs. Providing high-quality housing for key workers in Lincolnshire.

**Which business streams contribute**

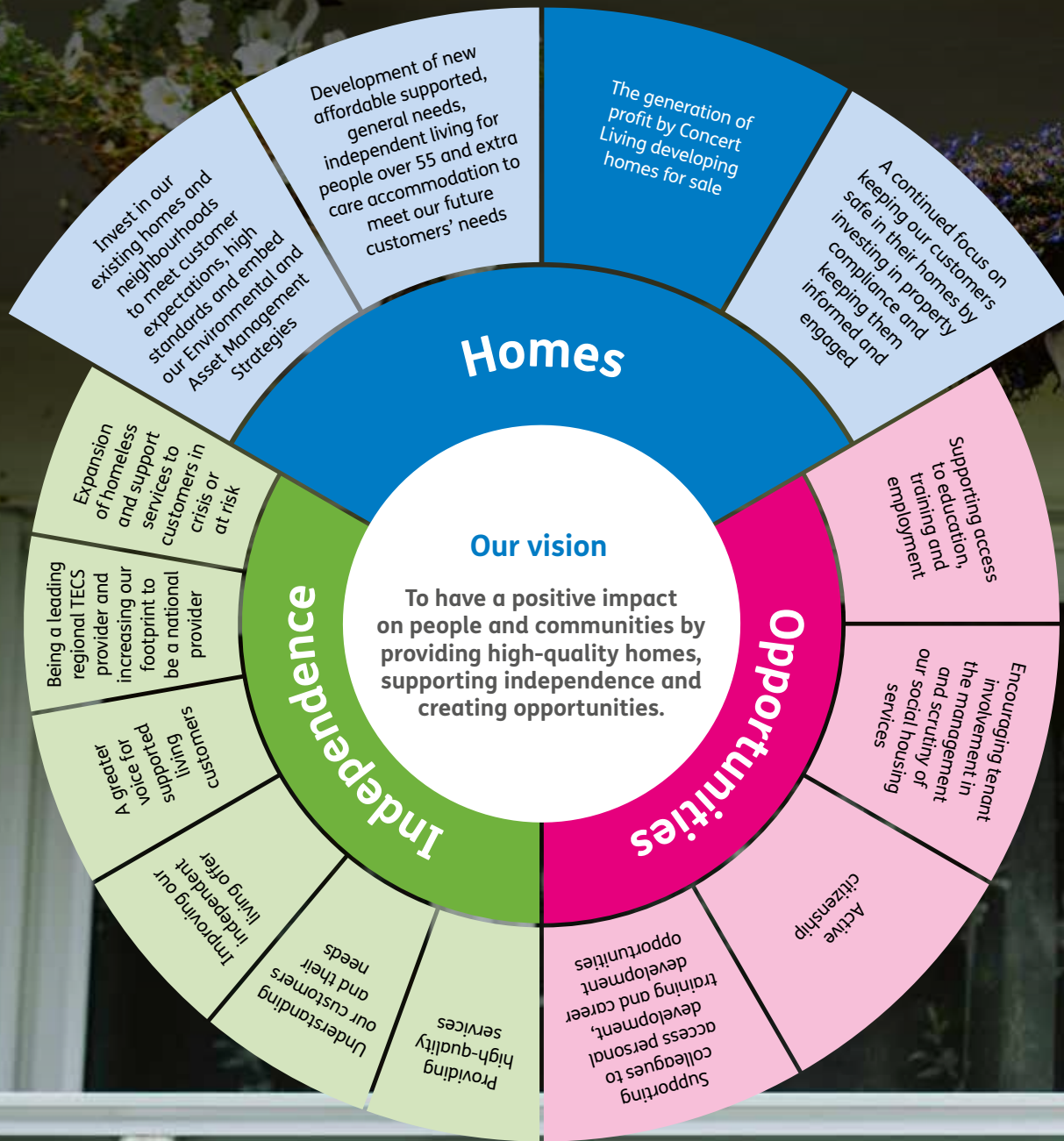
General needs, independent living, Reside With Progress, Progress Living.

**Targets and measures**

Number of new homes developed:

- General needs – 661 units
- Supported living – 645 units
- Older person – 92 units
- Shared ownership – 279 units
- For outright sale – 308 units



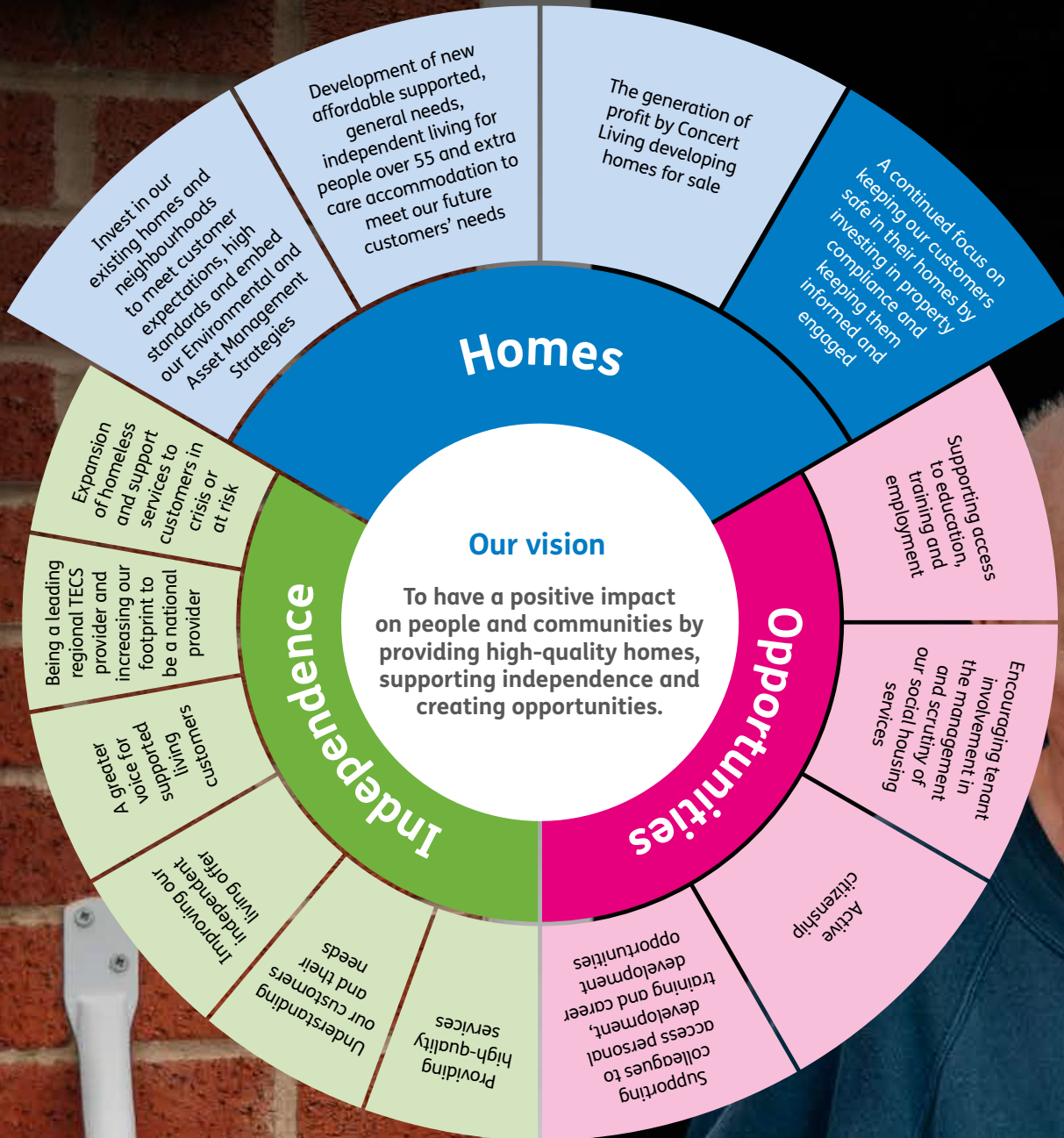


**Priorities for coming period**  
The generation of profit by Concert Living developing homes for sale.

**Which business streams contribute**  
Concert Living.

**Targets and measures**  
Reinvestment of Concert Living's profits and delivery of affordable homes.





**Priorities for coming period**

A continued focus on keeping our customers safe in their homes by investing in property compliance and keeping them informed and engaged.

**Which business streams contribute**

- General needs
- Independent living
- Reside With Progress
- Progress Living

**Targets and measures**

Over £7 million investment in safety works.



## Strategic aim 2

# Independence Business Priorities

**We aim to be a leading social housing provider in the North West - providing quality customer focussed services and putting customers at the centre of our decision making through our Customer First model, evolving our provision as needs and demand change, improving our independent living offer for people over 55 and providing extra care schemes where needed.**

We aim to be a leading provider of supported living for people with a learning disability and/or autism, acquired brain injury or enduring mental health conditions in the country - providing a stronger, louder voice, meeting needs through new provision, build more financial strength through the ownership model, and provide great value for money.

We aim to be a lead Technology Enabled Care and Support provider in the North West and become a national provider - developing a flexible infrastructure and provision of digital health to meet needs in health and social care, growing ambitiously through acquisition and winning new business, increasing the use of telecare and telehealth in a range of settings and providing additional complementary services, such as lifting services.

We aim to grow Key Unlocking Futures regionally - providing more support to help people build better lives, providing flexible support services to meet individual needs, providing homeless accommodation and developing more psychologically informed approaches to homeless services.



**Priorities for coming period**  
 Providing high-quality services.

**Which business streams contribute**  
 All business streams.

**Targets and measures**  
 Satisfaction levels as outlined in our balanced scorecard, VFM metrics and business stream business plans.





**Priorities for coming period**  
Understanding our customers and their needs.

**Which business streams contribute**  
All business streams.

**Targets and measures**  
Customer insight, learning from customer feedback, and changes implemented.



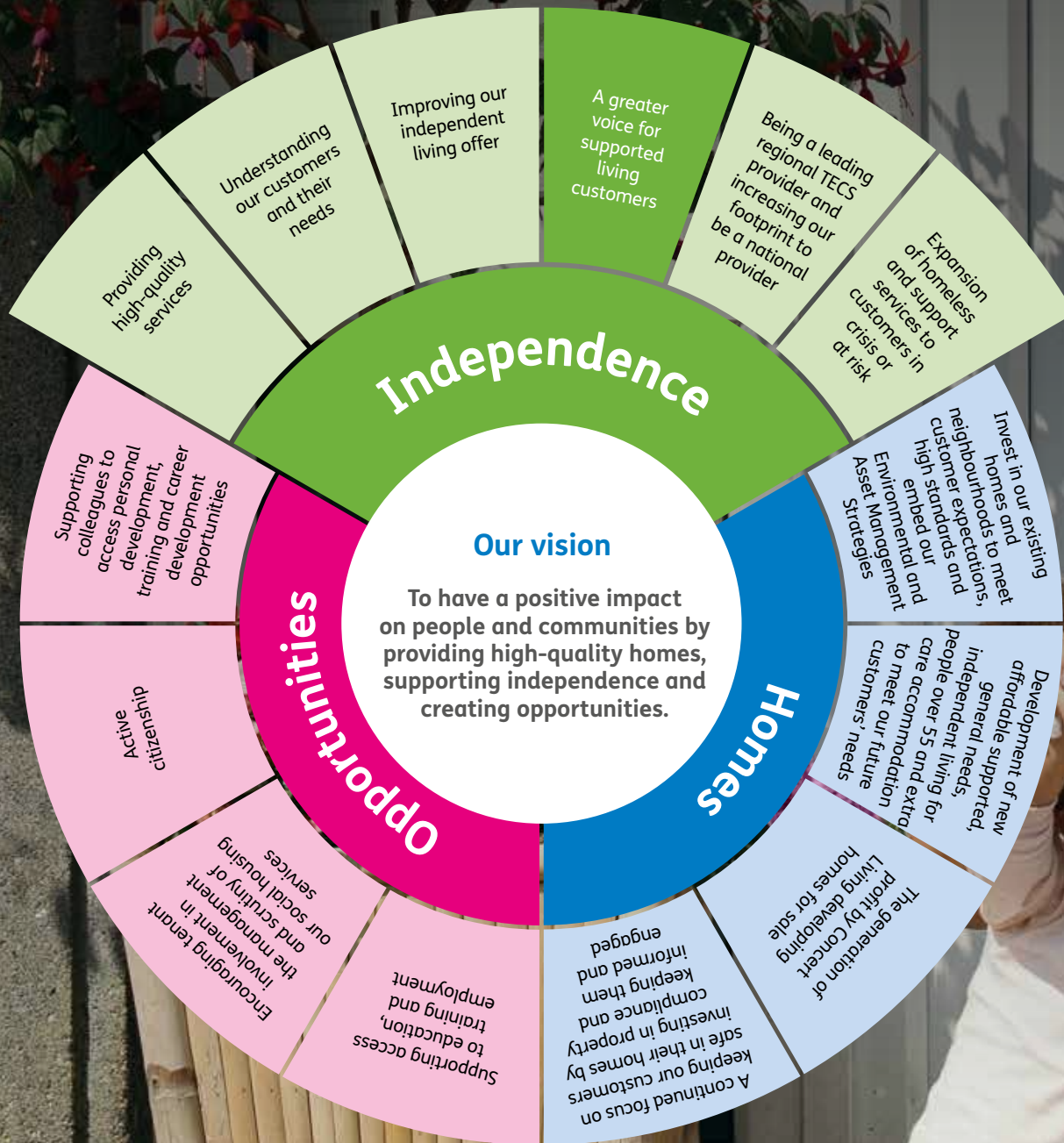


**Priorities for coming period**  
 Improving our independent living offer.

**Which business streams contribute**  
 General needs, independent living.

**Targets and measures**  
 Revised Independent Living Strategy and offer to all independent living customers.  
 Delivery of extra care scheme in Lancashire.





**Priorities for coming period**  
 A greater voice for supported living customers.

**Which business streams contribute**  
 Reside With Progress.

**Targets and measures**  
 A refreshed service and engagement offer.  
 National influence of stakeholders and government.





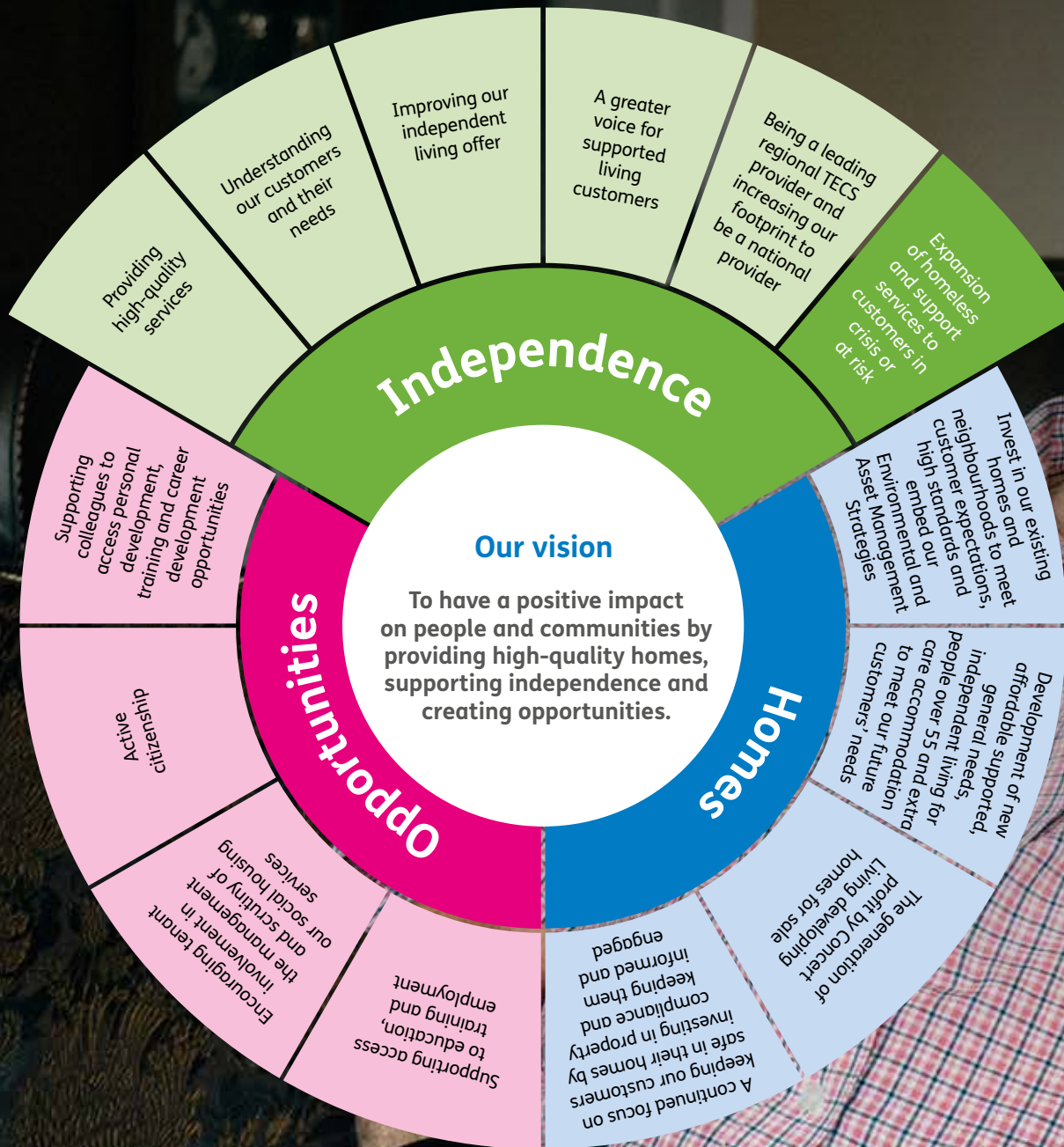


**Priorities for coming period**  
 Being a leading regional TECS provider and increasing our footprint to be a national provider.

**Which business streams contribute**  
 Progress Lifeline.

**Targets and measures**  
 The number of connected customers.





**Priorities for coming period**  
Expansion of homeless and support services to customers in crisis or at risk.

**Which business streams contribute**  
Key Unlocking Futures.

**Targets and measures**  
The number of people supported experiencing a crisis or at risk of crisis or homelessness.

## Strategic aim 3

# Opportunities Business Priorities

### **The Group is more than a simple housing provider.**

We believe that housing associations can and should play a wider role. Our origins lie in providing safe, secure and well maintained social housing for people who would otherwise have difficulty meeting their housing needs. But through this work, we have acquired skills and experience and connections with individuals and communities, which enable us to play a wider social role. Importantly, we also have access to resources that enable us to invest and take risks.

We create opportunities for people in four main ways:

- 1) Supporting access to education, training and employment for
  - a) our social housing tenants and their families
  - b) our other priority groups who are also significantly disadvantaged in terms of access to these services, including those with a disability and those from minority ethnic groups and other groups identified as a priority by key funding streams accessed by the Group
- 2) Encouraging tenant involvement in the management and scrutiny of our social housing services
- 3) Encouraging and supporting all of our customers and colleagues to become active members of their communities - is sometimes referred to as active citizenship
- 4) Supporting colleagues to access personal development, training and career development opportunities.





**Priorities for coming period**

Supporting access to education, training and employment.

**Which business streams contribute**

General needs, independent living, Reside With Progress, Key Unlocking Futures, Progress Lifeline.

**Targets and measures**

Continue to invest in the specialist team, Progress Futures.

Continue 'More Positive Together Steps' (externally funded).

Continue Kickstart Scheme (externally funded).

Explore the possibility of developing an internally funded 'Kickstart' style programme as a follow on to the government-funded scheme.

Long term commitment to an annual internship programme for up to 10 students as part of the DFN Project SEARCH partnership.

Explore the possibility of developing an internally funded 'SEARCH' style programme to focus on Reside With Progress customers.

Continue Key Unlocking Futures employment coaching.

We continue to support apprenticeships and career entry opportunities across the Group and encourage our tenants and communities to apply.



### Priorities for coming period

Encouraging tenant involvement in the management and scrutiny of our social housing services.

### Which business streams contribute

General needs, independent living, Reside With Progress.

### Targets and measures

Continue to embed Customer First.

Continue to develop scale and scope of Scrutiny Pool activity.

Continue to develop customer insight programme (including the combination of survey types and data gathering approaches).

Carry out full tenant consultation into engagement and governance arrangements (required every three years, due 2022).

Continue to support various customer forums.

Develop the Group's arrangements for sharing specific customer experiences.

Continue the Community Investment Working Party.

Create a new engagement framework for Reside With Progress to ensure that our supported living customers can play a real part in holding us to account in the present and shaping our vision for the future.

Continue to run a community 'Soup Dragon' event twice a year, where local volunteering groups can send in applications for funding of up to £1,000.

Continue the Group's Charity Fund, which all colleagues, customers and tenants can apply to match the funds they have raised for charity.

Continue to fund the Group's three community centres.





**Priorities for coming period**  
Active citizenship.

**Which business streams contribute**  
General needs, independent living, Reside With Progress, Key Unlocking Futures.

**Targets and measures**  
Volunteering projects.  
Continue Non-Executive Director / HDN training programme.  
Funding community projects - Community Investment Fund activities.  
Community development through Key Unlocking Futures.



**Priorities for coming period**

Supporting colleagues to access personal development, training and career development opportunities.

**Which business streams contribute**

All business streams.

**Targets and measures**

Volunteering Policy.  
 Personal training plans as part of the appraisal.  
 Coaching and mentoring opportunities.  
 Encourage qualified professional employees.  
 Develop talent retention and talent development programme.









# Our six distinctive business streams (brands)

Our business is made up of six business streams. Each is defined from the point of view of our customers, and each serves a discrete group of customers and provides a distinctive set of services.

Our experienced and dedicated colleagues serve our customers. We work together with a one-team philosophy to achieve a strong customer offer. We aim to get it Right First Time, involve our customers in our service development and learn from the feedback provided to improve continuously.

The Group's Strategic Plan shows our overarching strategic aims of homes, independence and opportunities. Each business stream has a business plan to support these aims.

## Our six distinctive business streams (brands)

Business stream	Brand	Who we are
<p>General needs housing, housing for people over 55, leasehold, shared ownership, commercial property.</p>		<p>This housing stock is where we started. We are lead providers of affordable housing and housing for people over 55, especially in the Central Lancashire and Fylde Coast areas. We are expanding throughout the region and into West Yorkshire.</p> <p>We look after our homes and the communities where they are located. We invest in people, not just property.</p>
<p>Supported living accommodation, largely for people with a learning disability, and/or autism, acquired brain injury or enduring mental health conditions.</p>		<p>We are a national leader in providing supported living accommodation for this vulnerable client group that has historically been very poorly served by other delivery vehicles, including traditional grant-funded models of social housing.</p> <p>We innovate. We build partnerships. We advocate for those we support. We provide excellent quality housing to a client group that has often been denied that opportunity in the past.</p>
<p>Technology Enabled Care Services.</p>		<p>We are the regional leader with aspirations to become a national leader. We support around 50,000 people to maintain independence through the delivery of a person-centred service tailored to the needs of the individual. We believe that TECS improves the quality of life and should be easily available for all who need it.</p>
<p>Our specialist charity provides support to young people, single people and families, including people experiencing homelessness and women fleeing domestic abuse.</p>		<p>A charity which is a subsidiary where we support individuals and families to realise their potential and be the best they can be. We do this by providing a range of person-centred services.</p> <p>We also have a particular set of skills around supporting individuals who are homeless or who are threatened with homelessness, and we are expanding this specialism into the provision of temporary accommodation.</p>
<p>Keyworker accommodation in the health sector.</p>		<p>We support the health service to do its job by providing workers with high-quality accommodation right where it is needed. We do not use standard accommodation models. We tailor our services to meet the specific needs of health workers.</p>
<p>Our property company that develops houses for market sale.</p>		<p>A subsidiary company which is a house builder providing high-quality homes and doing our bit to meet the housing needs of the whole community. We do this by channelling our profit back into the provision of affordable housing.</p>



## Balanced scorecard

The balanced scorecard is used to align our business activities with our vision and strategy and to monitor performance against our targets.

		Performance			Current target	Future targets					
		2019 / 2020	2020 / 2021	2021/2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027	Comparison with VFM metrics	
<b>Be financially strong</b>											
FINANCE	1	Achieving budget surplus £000	£9,645,000	£11,253,599	£10,328,000	£10,665,000	LTFP	LTFP	LTFP	LTFP	Additional to VFM metrics
	2	Concert Living annual profit before tax	£-305,044	£-249,840	£-259,000	£1,899,000	LTFP	LTFP	LTFP	LTFP	Additional to VFM metrics
	3	Headline social housing cost per unit (RSH definition)	£5,242	£5,365	£5,867	£6,928	£7,045	£7,164	£7,248	£7,327	As per VFM metric 5
	3a	General needs & independent living cost per unit	£3,464	£3,716	£4,237	£4,209	£4,333	£4,407	£4,563	£4,658	
	3b	Supported Living cost per unit	£8,699	£8,794	£8,525	£10,886	£11,007	£11,275	£11,392	£11,546	
<b>Improve customer satisfaction</b>											
CUSTOMER & COMMUNITIES	4	Responsive repairs satisfaction	89.3%	89.3%	87.3%	89.0%	89.5%	90.0%	90.2%	90.4%	Additional to VFM metric, based on in year satisfaction surveys, VFM metric is based on 2 yearly STAR survey.
	5	Arrears service satisfaction	75.6%	82.9%	90.9%	85.0%	85.0%	85.0%	85.0%	85.0%	
	6	New tenant satisfaction	88.8%	92.9%	93.1%	93.3%	93.5%	93.7%	93.9%	94.1%	
	7	Progress Lifeline service satisfaction	98.2%	98.3%	96.9%	97.0%	97.0%	97.0%	97.0%	97.0%	
8	Complaints responded in timescale	82.8%	87.0%	86.9%	95.0%	95.0%	95.0%	95.0%	95.0%	Additional to VFM metrics	
<b>Have a positive impact on communities</b>											
CUSTOMER & COMMUNITIES	9	Outcome STAR % change by Progress Futures	31.8%	25.5%	24.1%	>30%	>30%	>30%	>30%	>30%	Additional to VFM metrics
	10	No. of homeless service unit provision	86	86	86	86	86	86	86	86	Additional to VFM metrics
	11	Outcome STAR % change by Key Unlocking Futures	NEW	13.8%	12.1%	positive change	positive change	positive change	positive change	positive change	Additional to VFM metrics
	12	WEMWBS % change by Key Unlocking Futures	NEW	53.3%	28.6%	positive change	positive change	positive change	positive change	positive change	Additional to VFM metrics

Reside Housing Association joined Progress Housing Group in 2021. This has affected some of our year-on-year comparisons.

## Balanced scorecard (continued)

		Performance			Current target	Future targets				Comparison with VFM metrics	
		2019 / 2020	2020 / 2021	2021/2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027		
LEARNING	<b>Be a leading employer</b>										
	13	Employee sickness	4.5%	4.4%	5.2%	4.0%	4.0%	4.0%	4.0%	4.0%	As per VFM metric 12
	14	Employee turnover**	11.8%	11.1%	12.9%	>10% and >12%	>10% and >12%	>10% and >12%	>10% and >12%	>10% and >12%	Additional to VFM metrics, measures voluntary turnover only, where as the VFM metric 13 includes involuntary.
	15	Employee satisfaction	NEW	NEW	+16	+17	+18	+19	+20	+21	New for 2022 to 2027 Strategic Plan
GROWTH	<b>Grow the organisation</b>										
	16	Completions vs target	91	123	232	232	LTFP	LTFP	LTFP	LTFP	Additional to VFM metrics
	17	Customer supported by Progress Lifeline	49,677	50,502	68,845	65,055	70,000	75,000	TBC	TBC	Additional to VFM metrics
PROCESS	<b>Reduce arrears and bad debts</b>										
	18	Current tenant arrears	3.9%	3.9%	4.2%	4.5%	4.5%	4.4%	4.3%	4.2%	Additional to VFM metrics. This measure based on outstanding payment for all stock divided by annual rent debit. The VFM metric is taken from the global account calculation outstanding payment for all stock divided by overall turnover minus social voids.
	19	Former tenant arrears	1.2%	1.1%	1.0%	0.7%	0.7%	0.7%	0.7%	0.7%	
	20	Rent debit written off	0.1%	0.3%	0.3%	0.5%	0.5%	0.5%	0.5%	0.5%	Additional to VFM metric, measures all Group stock.
	<b>Improve the quality of our homes</b>										
	21	Appointments kept***	92.7%	93.3%	93.7%	94.5%	95.0%	95.5%	96.0%	96.0%	Additional to VFM metrics
	22	Repairs completed in time****	94.8%	94.9%	92.2%	94.5%	95.0%	95.5%	96.0%	96.0%	Additional to VFM metrics
	23	Repairs right first time***	83.7%	84.2%	84.2%	85.0%	85.2%	85.4%	85.6%	85.8%	Additional to VFM metrics
	24	Planned works completed	1295 / 1290	1173 / 1413	1962 / 2523	LTFP	LTFP	LTFP	LTFP	LTFP	Additional to VFM metrics
	25	SAP rating	NEW	NEW	71.72	72.17	72.20	73.23	73.76	74.29	New for 2022 to 2027 Strategic Plan
<b>Reduce the voids within our communities</b>											
26	Relet times	99.3	124.2	146.5	154.0	144.0	139.0	132.0	131.0	Additional to VFM metrics. This measure is based on all relets for all types of stock. The VFM metric is based on general needs relets only.	
27	Void rent lost	6.2%	7.1%	6.2%	7.9%	7.7%	7.5%	7.4%	7.3%	Additional to VFM metrics. This measure is based on all types of stock. The VFM metric is based on rent lost from social housing only.	
28	Void rent lost less voids paid by others*****	4.3%	5.2%	4.6%	6.5%	6.3%	6.1%	6.0%	5.9%	Additional to VFM metrics	

Reside Housing Association joined Progress Housing Group in 2021. This has affected some of our year-on-year comparisons.



## Value for Money (VFM) metrics

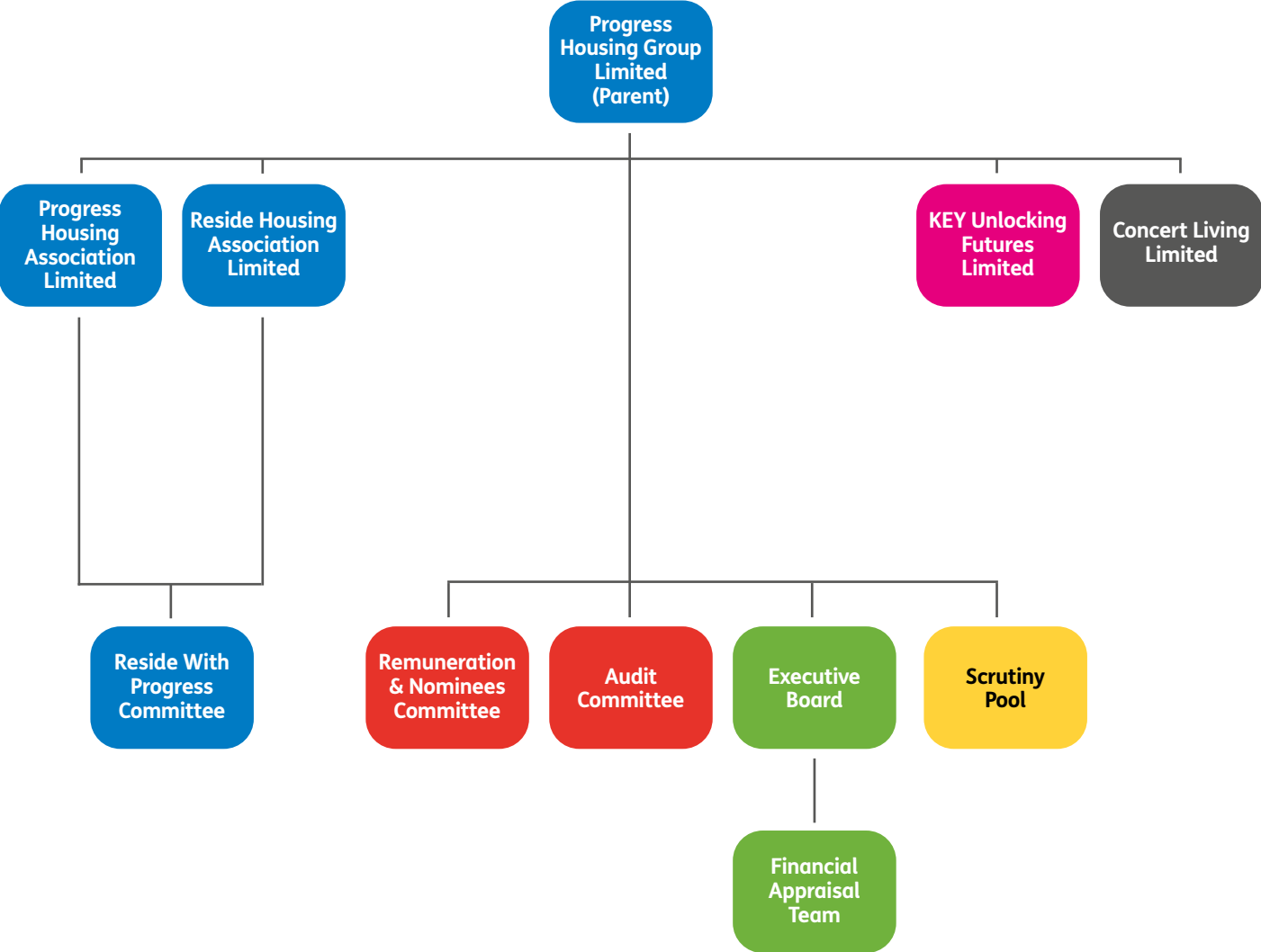
VFM underpins the delivery of the strategic aims within this Plan. These metrics complement the balanced scorecard to enable a holistic overview of performance. The VFM Strategy identifies the Group's three key VFM priorities as approved by the board. These are continued investments in existing homes, new homes, and management of our cost per unit. Please note that some of the following indicators differ from the balanced scorecard calculations, as explained in the balanced scorecard indicator table on the previous page. Our annual financial statements and VFM position statement show our own performance against these metrics, how we compare against relevant benchmark groups and our future targets.

No	Metric	Peer	Actual		Current target	Future targets				
		2020 / 2021	2019 / 2020	2020 / 2021	2021/2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027
1	Reinvestment %	5.8%	4.4%	3.7%	5.3%	8.5%	9.7%	8.5%	8.4%	8.4%
2a	New supply delivered (Social housing units)	1.3%	1.4%	1.2%	2.1%	2.0%	2.8%	2.1%	2.2%	2.2%
2b	New supply delivered (Non-social housing units)	0.0%	0.0%	0.1%	0.1%	0.7%	0.3%	0.4%	0.8%	0.9%
3	Gearing %	44%	44.0%	43.0%	43%	44%	44%	44%	44%	43%
4	EBITDA MRI as a % of interest	183%	259%	309%	246%	243%	269%	304%	318%	320%
5	Headline social housing cost per unit	£3,730	£5,242	£5,365	£5,867	£6,928	£7,048	£7,164	£7,248	£7,327
5a	General needs & independent living cost per unit	£3,542	£3,464	£3,716	£4,237	£4,209	£4,333	£4,407	£4,563	£4,658
5b	Supported Living cost per unit	£9,681	£8,699	£8,794	£8,525	£10,886	£11,007	£11,275	£11,392	£11,546
6a	Operating margin (social housing lettings only)	26.3%	23.3%	21.3%	15.5%	15.1%	16.2%	18.5%	19.7%	20.7%
6b	Operating margin (overall)	23.9%	21.2%	19.7%	14.9%	13.3%	17.6%	18.4%	19.0%	19.2%
7	Return on capital employed	3.3%	3.2%	3.2%	2.6%	2.7%	3.4%	3.7%	4.1%	4.2%
8	% of overall customer satisfaction index	77.8%	80.6%	80.2%	79.4%	81.0%	81.0%	81.0%	81.0%	81.0%
9	% of tenants satisfied with repairs	75.5%	74.3%	74.7%	71.6%	77.5%	77.5%	77.5%	77.5%	77.5%
10	% of tenants satisfied with their neighbourhood	84.4%	85.6%	86.0%	84.7%	84.0%	84.0%	85.0%	85.0%	85.0%
11	% of tenants satisfied their views are taken listened to	70.2%	71.4%	69.7%	69.0%	77.5%	77.5%	77.5%	77.5%	77.5%
12	% of time lost due to employee sickness	1.8%	4.5%	4.4%	5.2%	4.0%	4.0%	4.0%	4.0%	4.0%
13	% of employees leaving the group - voluntary	11.6%	11.8%	11.1%	12.9%	>10.0% /<12%	>10.0% /<12%	>10.0% /<12%	>10.0% /<12%	>10.0% /<12%
14	% of current tenant arrears	2.8%	4.0%	3.9%	4.2%	4.5%	4.5%	4.4%	4.3%	4.2%
15	% of former tenant arrears	0.9%	1.2%	1.1%	1.0%	0.7%	0.7%	0.7%	0.7%	0.7%
16	% of rent collected	99.9%	99.5%	100.0%	99.4%	99.5%	99.5%	99.5%	99.5%	99.5%
17	No. of responsive repairs per unit	3.5	4.2	3.9	4.1	4.0	4.0	4.0	4.0	4.0
18	% of tenants satisfied with the quality of their home	83.0%	82.5%	84.0%	82.2%	82.0%	82.0%	82.0%	82.0%	82.0%
19	Time taken to relet a general needs property	26.7	21.2	31.0	26.0	25.0	24.5	24.0	23.5	23.0
20	Rent lost due to vacant properties	1.4%	5.7%	6.0%	5.7%	7.9%	7.7%	7.5%	7.4%	7.3%
21	% of vacant social housing stock at 31/03	0.9%	3.2%	4.1%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%

# Appendices



# Appendix 1 Organisation structure



## Appendix 2 Operating environment

**Our customers are amongst the less advantaged in our society, and many will be financially worse off due to welfare reforms. With limited grants available to assist new-build rented programmes, accessing new and good-quality accommodation is likely to be harder.**

Our operating environment offers a range of challenges and opportunities. We have carried out a strengths, weaknesses, opportunities and threats (SWOT) analysis and have identified key risks as follows:

- Managing the longer-term impacts of Covid-19.
- Increasing energy costs.
- Impact of geopolitical tension.
- Government policy, i.e. consumer regulation, welfare reform, rent policy uncertainty, focus on home ownership, supported housing funding uncertainty, political change and economic uncertainty.
- Social and economic pressures, for example, public sector spending cuts and the impact of inflation.
- Increased expectations and health and safety requirements placed on social housing landlords.

- Limited grant for new developments and revenue support for core services such as support for older or vulnerable people and support for homeless people.
- Changing needs and demographics, for example, an ageing population, higher levels of disability, more single-person households.
- Rising expectations of customers, for example, for a wider range of services to be delivered digitally.
- Changing demands from our regulator, for example, to have a more thorough understanding of our assets and the return generated from them, and further pressure to reduce costs, offer value for money and identify potential risks.
- The reputation of social housing amongst potential future customers, government and the wider population.
- New commercial and social housing providers in the development market bringing new competition.
- Delivering environmental and carbon reduction programmes.

In developing this Plan, we have considered how we might mitigate and manage these risks whilst ensuring we continue to provide our

customers with new and extended products and services to deliver our 2027 Strategic Plan and Business Priorities outputs and aims.

Our SWOT analysis has identified several organisational strengths, including our supported living expertise, our services for older people, our skills in providing accommodation, our telecare expertise, our reliable housing management service and our effective community engagement arrangements.

We also have excellent financial strength, a strong partnering ethos, high levels of customer satisfaction, a commitment to improving the quality of life of our tenants, new development expertise, a ‘can do’ attitude, a knowledgeable and talented workforce, an excellent service offer and a creative problem-solving approach.

We identified that a significant focus for the next few years is to improve performance on compliance, voids and arrears alongside ongoing investment in our stock and in technology, infrastructure and colleagues and non-executive teams to ensure we have the right equipment, skills and experience to deliver the 2027 Strategic Plan and Business Priorities. We recognise that we must be effective, efficient, and strive for continuous improvement to achieve these Strategic Plan outputs.



## Appendix 3 Risk environment

**The Group has a Risk Management Strategy, which defines the Group's risk management framework and risk appetite. A Risk Management Business Partner ensures that risk registers are in place at strategic, senior leadership and operational levels, using a standard format - risk assessments are reviewed and revised at least quarterly and continue to be assessed by likelihood and impact using a matrix to give a high, medium or low rating.**

The Group undertakes extensive stress testing both annually (as part of the long-term financial plan update) and when the need arises throughout the year. Specific mitigating strategies have been developed to ensure the Group is best placed to respond to a risk should it crystallise. Our long-term financial plans contain several assumptions, such as inflation, interest rates and unit sales. The planning model, and our assumptions, are based on current information and are validated by a third party review where possible.

The Group considers its strategic approach to managing competing resource requirements and trade-offs as part of its business and financial planning cycle and risk management activities.

The continued importance of housing in the political agenda exposes the Group to

political, statutory and regulatory risks. Our board continuously monitors these risks and how these will impact the financial position of the Group. In particular:

- As we live in an evolving world, customer expectations can change. This poses a risk to the Group because if we cannot keep up with the rate of change, customers could be dissatisfied with the services we provide. Therefore, the Group has introduced a range of customer engagement and insight activities and has a clear complaints process in place.
- Following Brexit and Covid-19, the uncertainty of the country's economy presents various financial and business continuity risks for the Group - increased energy costs, interest rates, supply chain risks, increased fraud and a downturn in the housing market are all examples of areas that could result in a reduction in operating surplus for the Group.
- Uncertainty across the globe due to countries at war.
- The Group is required to comply with various legislative and regulatory requirements. Some of these have significant cost implications and require specialist skills to ensure continued compliance with existing and future requirements. This poses both financial and reputational risks for the Group.
- Cyber risks are increasing for all businesses as fraudsters develop and use complex and sophisticated methods to attack even the most prepared organisations. The Group continues to invest in this area to prevent attacks where possible and ensure the impact is kept to a minimum.
- The board are responsible for setting the Group's strategic direction and managing risks. The absence of sufficient board oversight could risk regulatory non-compliance, reputational damage and financial loss. The Group has adopted the revised National Housing Federation's Code of Governance. It has robust frameworks for board recruitment, performance management and succession planning.
- The health and safety of our employees and customers remain a key priority for the Group. It is acknowledged that failures in property compliance or general health and safety breaches could put people at harm. The Group has invested in both of these areas by employing specialist skills and procuring specialist IT systems to help manage important data.
- The Group recognises the importance of data quality which underpins decision making. We have resources and systems in place to regularly monitor our data.

## Appendix 3 Risk environment (continued)

To enable the Group to continue to develop more social housing properties, we have committed to a programme developing homes for outright sale through Concert Living Limited. There are risks attributed to entering into a new market. We have recruited and commissioned specialist skills within the Group to provide the expertise required to manage the transition. If anticipated sales do not fully materialise, the Group could lose money or may be left with unsold stock that requires alternative approaches or mitigations. Carefully written strategies and monitoring regimes have been established to ensure there is a cap on the amount invested, the number of unsold units and costs incurred - all of which is monitored via a dedicated board. The Group will not be dependent on sales to maintain operating margins.

The Group is committed to the highest levels of controls to ensure the health and safety of its customers, colleagues and the public. The Group has considered the tragic events at Grenfell Tower. As part of its regulatory engagement, it has confirmed that the Group does not own

or manage any buildings with Aluminum Composite Material (ACM), nor any buildings higher than 18 metres. A Health and Safety and Business Continuity Working Party has reviewed preventative and responsive actions. The board takes an active role in reviewing and managing health and safety governance arrangements.

A structured and systematically applied control environment is necessary for any successful business. The board drives the Group's framework for risk management through well-structured strategies and policies. Risk-based internal controls support this. Our Audit Committee works on behalf of the board to ensure that this is the case through their risk assurance role. They oversee and monitor the annual external audit and internal audit services, supplemented by the ongoing review of our control and risk environment. The findings from these activities enable a yearly statement on internal controls to be developed for inclusion in the Group's statutory accounts, providing an overview of the risk, control and governance frameworks in place within the Group.



## Appendix 4 Equality, diversity and inclusion

**The Group is committed to promoting equality, diversity and inclusion and a culture that actively values difference and recognises that people from diverse backgrounds and experiences can bring valuable insights to the Group and enhance the way we work.**

We aim to be an inclusive organisation, where diversity is valued, respected and built upon, with an ability to recruit and retain a diverse workforce and board of management that reflects the communities we serve.

This includes compliance with relevant equality legislation, the Equality Act 2010, Codes of Practice and appropriate best practice guidance. Our Equality and Diversity Strategy builds on the legal position to ensure effective policies and practices promote equality.

The Group aims to tackle discrimination or disadvantage and promote diversity. We aim to ensure that no individual or group is directly or indirectly discriminated against for any reason concerning employment or access to our services.

The Group will, therefore, ensure that:

1. Individuals are treated fairly with dignity and respect regardless of their age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race (includes colour, nationality and ethnic origins); religion and or belief; sex; sexual orientation; social or economic background, or any other inappropriate distinction.
2. We seek to provide all individuals, customers and colleagues with the opportunity to fulfil their potential through services that meet their needs and support their aspirations.
3. We promote an inclusive and supportive environment, which promotes equality, and values diversity for all people we are in contact with.
4. We respect the dignity and worth of each individual and promote mutual respect between groups based on understanding and valuing diversity, underpinned by respect for equality and human rights.

## Appendix 5 Social value

**We seek to deliver social value for the customers and communities we serve whilst minimising harm, maximising benefits, and being accountable and responsive to all stakeholders. We look to achieve these impacts whilst building strength and strong financial results to continue achieving our purpose and corporate aims.**

To these ends, we will ensure that we conduct our affairs to demonstrate the ethical approach we take to delivering our business. This means taking account of the social, economic, and environmental impact and respect for human rights.

The key activities identified as part of our commitment to social value in alignment with our strategic aims are:

- To improve tenants' health and wellbeing, measuring the impact of service intervention and the improvements made over a period of time.

- To develop new skills, knowledge, and confidence and support tenants to seek and gain local and sustainable employment and volunteering that will enable tenants to reach their full potential, primarily through Progress Futures and Key Unlocking Futures services.
- To carry out a number of activities that promote environmental awareness within communities supported and managed through an Environmental Sustainability Strategy.
- To prevent and deal effectively with anti-social behaviour within our communities, increasing confidence in the way we respond to issues.
- To deliver value for money services as a stronger organisation and in line with our Value for Money Strategy.
- To measure social value throughout the organisation, including in procurement, maximising social value across our services and business activities.

## Appendix 6 Funding

**We intend to fund our growth and development programme to achieve our Strategic Plan aspirations by:**

- Maximising income from rents while operating within the rent standard, associated guidance and affordability for customers.
- Maximising funding from revenue and grants and capital contributions from public bodies and other stakeholders.
- Delivering the Value for Money Strategy by making improvements to services and managing costs.
- Reinvesting the proceeds of property sales.
- Generating and reinvesting the proceeds of other non-social housing activities.
- Using appraisal criteria to determine if individual projects are viable.
- Securing funding, through debt, to the extent that it can be supported by continuing operating surpluses.
- Maximise the amount of external funding for environmental works.



## Appendix 7 Strategic Plan cycle

### Reviewing and monitoring the Plan

Before the start of each year, the board reviews the strategic aims and business priorities. Our six business streams develop customer focussed business plans. These inform the review of the financial plan, which should be read in conjunction with this Strategic Plan.

In parallel with this, each section or team produces an operational plan containing detailed tasks and performance targets, with particular emphasis on work for the following year. These plans link to the strategic aims and enable us to monitor and manage our progress towards our targets. This is our golden thread (see appendix 8).

Our budget holders are accountable for ensuring we allocate our resources to identify the strategic aims and priorities.

In addition:

- The boards will receive annual progress reports against the Strategic Plan.

- A yearly review of progress against the overall Plan will be published in Progress Housing Group’s annual report and annual tenant review.
- The business stream business plans will be established and monitored.
- Personal objectives agreed with each colleague in the annual personal review and development meeting will be directly linked to operational plan tasks, business stream priorities, and the Group’s overall strategic aims.
- Regular one-to-one meetings will ensure that operational plans will be kept up-to-date and that progress against business priorities is monitored.
- Progress Housing Group’s Senior Leadership Team will monitor progress against this Plan.
- The Group’s Value for Money (VFM) Strategy and annual position statement are aligned to the Plan’s objectives, and a VFM and Performance Working Party closely monitors progress against this and reports to the board.
- Monitoring and reviewing is undertaken quarterly by the board.
- Vision and values shape who we are, what we do and how we do it.
- We keep under review our operating environment.
- Team and individual performance objectives are set.
- Operational delivery plans are developed and monitored.
- Strategic aims are clearly stated.
- Review of risks is undertaken at least quarterly.
- Performance targets and measures are monitored to ensure we are on track to achieve our outputs.
- Business priorities are clearly stated in our strategic plans.

## Appendix 8 Golden thread

### The golden thread



## Appendix 9 Board

### Our board members

Legend:

- Parent - Progress Housing Group Limited
- PHA - Progress Housing Association Limited
- RHA - Reside Housing Association Limited
- KEY - Key Unlocking Futures Limited
- CLL - Concert Living Limited
- AC - Audit Committee
- R&N - Remuneration & Nominations Committee
- RWP - Reside With Progress Committee



**Nigel Wright**

Group Chair - Parent, PHA, RHA



**Yasmin Fearon**

Deputy Group Chair - Parent, PHA, RHA, RWP Deputy Chair



**Deborah Shackleton**

Parent, PHA, RHA, AC Deputy Chair



**Neil Townsend**

Parent, PHA, RHA, KEY Trustee



**Maggie Shannon**

Parent, PHA, RHA, R&N Chair



## Appendix 9 Board (continued)



**Nicola Bevan**

Parent, PHA, RHA, AC



**Gavin Cawthra**

Parent, PHA, RHA, CLL, RWP



**Adam Dennett**

Parent, PHA, RHA, R&N Deputy Chair



**Brian Ricketts**

Parent, PHA, RHA, AC Chair



**James Sinclair-Taylor**

Parent, PHA, RHA, RWP Chair



**Samantha Veal**

Parent, PHA, RHA, RWP



**Neil McCall**

Independent - RWP



**Samantha Haslam**

Parent Shadow Non-Executive Director,  
PHA Shadow Non-Executive Director,  
RHA Shadow Non-Executive Director,  
KEY Trustee

## Appendix 9 Board (continued)



**Mahua Nandi**  
Independent - RWP



**Samantha Horrill**  
Independent - AC



**Kylie Blackham**  
Independent - R&N



**Geoff Fogden**  
CLL Chair



**Gwynne Furlong**  
CLL Deputy Chair



**Lynne Cubbin**  
KEY Chair



**Michelle Hallmark**  
KEY Deputy Chair



**Ronald Barham**  
KEY Trustee

## Appendix 9 Board (continued)



**Anne-Marie Bancroft**  
KEY Trustee



**Esme Davies**  
KEY Trustee



**Kaye Grogan**  
KEY Trustee




## Appendix 10 Executive Team


### Executive Board

The Executive Board oversees the management of the day-to-day affairs of the Group. Membership consists of the Group Chief Executive, Deputy Chief Executive and three Executive Directors (together referred to as the ‘Executive Team’). The Executive Board operates with the formal delegation from the board and meets quarterly or as required.

**Group Chief Executive**  
**Jacqui De-Rose**  
 Leads the senior team to deliver our corporate strategies, business planning, organisational priorities, governance and oversees our external operating environment.




**Deputy Chief Executive and Reside Chief Operating Officer**  
**Bernie Keenan**  
 Development  
 Supported living  
 Reside With Progress  
 Progress Living



**Executive Director (Finance and Corporate Services)**  
**Andy Speer**  
 Finance  
 Treasury  
 Tax  
 Business assurance (audit & risk)  
 Health & safety  
 Business transformation  
 Digital services



**Executive Director (Operations and Support)**  
**Tammy Bradley**  
 General needs and independent living  
 Repairs and maintenance  
 Progress Lifeline  
 Key Unlocking Futures



**Executive Director (Governance, People and Communications)**  
**Debbie Atherton**  
 Governance  
 HR&OD  
 Marketing and Communications  
 Legals and Registered Social Regulation

## Appendix 11 Senior Leadership Team



**Robert Porter**  
Director, Housing Operations



**Philomena Cunningham**  
Director, Services and Quality



**Annette Stevens**  
Director, Housing Operations  
(Reside With Progress)



**Loraine Simpson**  
Director, Progress Lifeline



**Laurie Lane**  
Managing Director, Concert Living



**Ursula Patten**  
Operations Director  
(Key Unlocking Futures)



**Les Warren**  
Deputy Executive Director  
(Reside With Progress)



**Amanda Van Duyvenvoorde**  
Director, Digital Services

## Appendix 11 Senior Leadership Team



**Adele Livesey**

Director, Property Services



**Dan Griffiths**

Director, Development



**Gavin Rendall**

Director, Quality and Policy



**Mark Ryan**

Director, HR&OD



**Michelle Stevenson**

Director, Legal



**Steve Harris**

Director, Business Development



**Joe Stewart**

Director, Finance Services





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