

# Annual Business Plan 2022/23

## Develop

**T1 Develop one new village and undertake two village extensions during the life of this corporate plan\* delivering 400 new homes. (\*subject to funding)**

- Start on site at Shenley Wood village extension (SW3) or Bedford Wixams village extension (BW2).
- Secure an in-principle agreement from Development Committee for our next development (post SW3 & BW2).

**T2 All new villages and village extensions will achieve the BREEAM 'Very Good' standard and be compliant with relevant accessibility standards.**

- Design specification for SW3 or BW2 extension to meet the 'New Future Homes' standard and accessibility standards.

**T3 Introduce modern methods of construction into our village design including modular (stacked) apartments and (offsite constructed) kitchen and bathroom pods.**

- SW3 or BW2 extension design specification to include GHA principles and modern methods of construction (MMC) with either modular build, offsite pod construction, or both.

**T4 Introduce a rolling modernisation programme, modernising up to five owned villages during the life of this corporate plan.**

- Complete the modernisation of Lark Hill village.
- Complete resident consultation for the modernisation of New Oscott village and award the tender.

**C1 Review our cluster strategy and develop or grow existing clusters.**

- Review and update our Cluster Strategy and secure sign-off from Operations Committee.

**C2 Introduce intergenerational space in all new villages.**

- Review intergenerational space and activities undertaken across all owned villages and schemes and incorporate outcomes into the next village design specification.

**C3 Review tenure options (including a private rent option).**

- Not applicable for 2022/23.

## Operate

**T5 Achieve a resident experience rating of 80% or above in all villages and 90% or above in all schemes by the end of the corporate plan period.**

- Achieve or exceed target.

**T6 Each location will achieve a minimum CQC 'good' rating overall – with at least a third of our locations, by the end of this corporate plan period, having achieved 'outstanding' overall.**

- Achieve CQC good or outstanding for all locations inspected during the year.

**T7 Each individual village and scheme or cluster will progressively reduce their operational deficit and break-even or generate a surplus by the end of year 4.**

- Ensure each owned scheme or village (or cluster) achieves its 2022/23 budget.

- T8 Each location will progressively become carbon neutral, reducing their energy usage by 15% and reducing their usage of single use plastic by 50% by the end of the corporate plan period.
- Commission external assessment to identify key actions to progress to carbon neutral and set up an environmental taskforce comprising: residents, volunteers and wider community stakeholders to deliver actions arising from the assessment.
  - Baseline usage of single use plastic at scheme, village and head office to collect data to both measure and target areas of focus and to identify the suppliers providing us with single use plastic and the cost of alternative options.
- T9 Our repairs and maintenance service will be an appointment-based service with 95% of appointments being kept and resident satisfaction with the service being a minimum of 80%.
- Achieve or exceed target, with performance measured at village, scheme and aggregate level.
- T10 Minimise our rental and sales voids, aiming for a maximum rolling average of six weeks and 12 weeks respectively.
- Achieve or exceed target.
- T11 Increase the number of residents who say they are never or hardly ever feel lonely to 90%.
- Undertake an internal baseline exercise to collate data across our resident base and use results to inform ABP 2023/24.
- C4 Develop and implement our equality, diversity and inclusion strategy.
- Implement all 15 EDI strategy actions/initiatives.
- C5 Deliver a rich and varied programme of activities in all our locations.
- Not applicable for 2022/23.
- C6 Pilot at least one health and wellbeing hub.
- Pannel Croft hub: establish guidelines for hub use; set parameters/expectations for integrated team working; define measures for assessing success; and launch with local community health teams.
- C7 Update and implement our care and support strategy.
- Review and update our Care and Support Strategy and secure sign-off from Operations Committee.
- C8 Set up an environmental taskforce and develop a green (environmental) strategy for our locations.
- See T8.
- C9 Maintain and invest in our assets in line with our asset replacement programme.
- Deliver all planned and preventative maintenance in accordance with budget.
  - Ensure compliance with 'Big 6' property compliance actions with no overdue red FRA actions for Fire safety.

## Support

- T12 Benefit from over 500,000 volunteer hours per annum (with an indicative value of over £5m per annum).
- Baseline current active volunteers and launch a new volunteer campaign using both internal and external communication channels by engaging current volunteers (e.g. Liz Taylor Award winners).
- T13 Raising £1m per annum from our retail sales, grants, donations, legacies, fundraising events and consultancy by the end of the corporate plan period.

- Deliver £630K surplus from retail subsidiary.
- Review and update our Fundraising Strategy and secure sign-off by the Board.

T14 Our charitable purpose and key messages are well understood and can be articulated by our internal stakeholders and key external stakeholders.

- Include Charity's purpose and key messages within Annual Report 2021/22 and Resident roadshows at villages and schemes, with roadshows undertaken by Christmas.

T15 Offer (smart) technology solutions (for purchase or rental) to residents in all our villages by the end of this corporate plan period.

- Offer all village residents who have identified an issue living in their apartment that affects their physical or mental wellbeing RGS care sensors to help resolve their issue.

C10 Achieve a recognised award for volunteering.

- Not applicable for 2022/23.

C11 Prepare and publicise a priced consultancy offer.

- Not applicable for 2022/23.

C12 Review our brand.

- Finalise a Digital Marketing Strategy (to complement our existing Marketing Strategy) and secure sign-off by Board.

C13 Use customer and market insight to drive service improvement.

- Support residents to die at home (in line with the GSF accreditation) and reduce resident deaths in hospital by 50%.

### People, process and technology

T16 Staff turnover will be a maximum of 25% in schemes, head office and villages each year.

- Achieve staff turnover of 30%, or less, for schemes, villages and head office (measured separately).

**T17 Maintain the following staff satisfaction scores: 75% of our employees will be satisfied with ExtraCare as an employer and 90% of our employees will be fully committed to our vision.**

- Achieve or exceed target.

T18 Maintain our IIP Gold accreditation throughout the corporate plan period.

- Undertake IIP accreditation and maintain Gold standard.

T19 Deliver our Digital and IT Strategy and improve the digital skills of our staff.

- Set out prioritised workstreams for Year 2 and 3 of the 2021-24 Digital and IT Strategy.

T20 By the end of this corporate plan period all our residents and customers will be paying us electronically.

- Deliver Payment Card Industry (PCI) compliance.
- Baseline, and then commence reporting of data on ExtraCare Retail electronic payments.

T21 Achieve as a minimum a level 3 rating (out of 5) on the NIST (information security/cyber security) framework by the end of the corporate plan period.

- Achieve a self-assessed rating of at least 2 on 90% of sub-categories.

C14 Become an accredited real living wage employer.

- Undertake discussions with Retail Board about moving to Real Living Wage.

C15 Introduce annual staff awards ceremony.

- Not applicable for 2022/23.

C16 Review our target operating model (TOM).

- Not applicable for 2022/23.

C17 Develop our Health and safety culture and reporting regime.

- Prepare a Safety Strategy and secure sign-off by the Board.

## **Finance & Governance**

T22 Reduce our loan to value ratio during the life of this corporate plan from 50% to below 35%.

- Maintain LTV at below 50%.

T23 Benchmark and reduce our unit costs and ensure that by the end of the corporate plan period we will be more efficient than (broadly) comparable organisations.

- Update our VfM Strategy and secure sign-off by the Board.
- Improve VfM performance against RSH's 7 metrics compared to 2021/22.

**T24 Ensure we are capable of achieving a G1, V2 rating from the Regulator of Social Housing (RSH).**

- Revise our compliance self-assessment approach during 2022/23.

**T25 Generate a total surplus in excess of £10m each year and our Operating deficit will progressively reduce, reaching break-even in year 4.**

- Achieve or exceed target.
- Achieve a total sales target (initial & resales) of £65m.

C18 Review our owned schemes and partner owned locations.

- Undertake a review of our owned schemes and partner owned locations and secure sign-off by the Board for the proposed way forward.

**NB: Six key targets shown in bold.**