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Aspire Housing, Kingsley, The Brampton,
Newcastle-under-Lyme, ST5 0QW

aspirehousing.co.uk

Corporate Strategy

2019 - 2024

Revised April 2023

About our business...

Aspire Housing is a leading housing provider, property developer and place shaper based in Newcastle-under-Lyme.

Created in July 2000, we own and manage more than 9,000 homes and support over 20,000 customers across Staffordshire and Cheshire. Our profits are reinvested in new homes, in revitalising communities and in a comprehensive range of innovative support services designed to transform lives.

Our aim is to make a positive, lasting difference to individuals and communities, providing a blend of high-quality homes, community support and people-focused services.

More information can be found at www.aspirehousing.co.uk



Our values

we are ambitious

Challenging ourselves to test the boundaries of conventional thinking and go the extra mile for our customers and communities for results that exceed expectations.

we are creative

Looking to improve our solutions and create new original versions with even better outcomes for our customers, partners, colleagues, and communities.

we are collaborative

Working together, sharing knowledge, ideas and best practice with a collective passion, energy, and mutual respect – all of which ensures we are Building Better Futures.

Our vision...

Building Better Futures by putting People First

We are focused on Building Better Futures, by putting People First. We do this by living our values; being ambitious, creative, and collaborative and always striving to work in a smarter, simpler, slicker way.



Our strategy



Our strategy is to maximise the social and economic impact of all parts of the business, to ensure our communities prosper. This remains relevant and continues to serve us well, even through and following a national emergency like the coronavirus pandemic and lockdown of 2020.

Everything we do, in Aspire Housing will focus on our customers. We will do this with a strong focus on adding value in the communities of North Staffordshire as a provider of homes and an employer of nearly 400 local people.

We will do this through five key themes that have been updated to reflect opportunities in a challenging environment.

1 Governance and engagement

We will review our Governance framework to ensure that we remain resilient and can quickly respond and adapt to change, be decisive in resetting our direction of travel, and hear the customer voice.

We were regraded to a G2/V2 rating in January 2023. Whilst this is still a compliant grading, we are working through our action plan developed with the Board and we are continuing to learn from the factors that led to the regrade. The Board will continue to work closely with the Regulator of Social Housing to deliver the action plan and ensure that our control and risk framework is as robust as possible to successfully deliver our corporate aims.

Board members are actively engaged in a 'seeing is believing' programme, which continues to demonstrate their commitment to understanding the challenges faced, and will help to foster a sense of shared purpose and drive greater alignment.

The Board will continue to receive the 'voice of the customer' report and information in relation to complaints which provides great insight and intelligence regarding the customer experience.

We will continue to improve our inclusive approach to engaging with our customers by creating a dialogue together, building trust and establishing a sense of partnership with customers. Building on our strong engagement model and range of engagement opportunities, and through our OASIS (Observing Aspire Services and Improving Standards) customer group, we will enable customers to hold the organisation to account and improve and challenge service delivery.

The new Tenant Satisfaction Measures (TSMs) have been developed by the Regulator of Social Housing to assess how well social housing landlords are doing at providing good quality homes and services. We will use the feedback that we receive from TSMs to improve our services to customers and share our performance and feedback regularly with our Board.

Following the closedown of our training provider (Achieve Training), we have been working on reshaping our services for the future. During 2023 we will engage with colleagues, customers and partners on our new corporate plan from 2024 - 2029.

2 Our culture

We will engage with our Colleague Voice group building on our people first culture that is supportive, promotes



aspiration while enabling us to be agile and flexible to changing customer and business needs. We will establish a range of People First activities and initiatives to support our people to do their very best and we will listen to our colleagues and support them when they need help. We will invest in our managers and colleagues to drive the right culture to deliver excellent services.

We will ensure that our colleagues act with empathy, and are trained in unconscious bias and we will take learning from the CIH (Chartered Institute of Housing) professional standards. We will continue to create a culture whereby colleagues feel empowered to raise concerns and to do the right thing. The Equality, Diversity and Inclusion Forum will champion inclusivity continuing to make people who work for Aspire proud.

We will continue to develop an adaptable workforce model to develop our colleagues' transferable skills, to enable us to respond quickly to changes in our operating environments.

3 Our resources

We will remain financially strong and resilient and use our resources on the things that matter to our customers and colleagues. We will review the way in which we work by improving systems, processes, financial information and data to improve business decisions.

We will be 'digital first' and ensure our IT systems are fit for purpose and for the future to support better customer outcomes, improve efficiency, and reduce risk. We will support our colleagues to be truly agile, so that workflows are seamless and secure as information flows from device to device and place to place. Our investment in IT will ensure our customers access our services in the manner and time that suits them, through the methods they choose.

We will continue to have flexible workspaces that enable innovation, and a community presence to be close to our customers.

We will drive value for money throughout the business by maximising our resources, reducing waste, and increasing income opportunities - all supported by a rolling programme of service reviews. We will support our local supply chain to ensure that more resources are targeted at local need.

We will be 'sustainable first' and focus on achieving positive environmental impacts.

4 Our communities

We will work alongside key partners and stakeholders, using a locality model to establish comprehensive neighbourhood plans and masterplans that align around shared objectives to improve life chances within communities.

We will undertake research on our communities to target our resources most effectively and improve the quality of life in our communities and measure what it feels like to live there.

We will take a leading role as a community connector in our work with local partnerships, voluntary organisations, and our health partners to ensure we effectively serve those most disadvantaged in our communities.

We will institute more choice for our customers, invest in attractive communal areas and estates, and will focus on establishing a "kerb appeal" in our communities.

We will focus on managing our estates effectively, providing safe and well-maintained common parts and responding promptly to community concerns.



5 Our housing offer

We will continue to target our resources to ensure our housing offer is supportive, fit for purpose and in the next year we plan to invest £21million of which £11million will be upgrades to existing homes and plans to improve our communal areas, which is part of our core housing function.

We will also create 120 new homes for people in our communities and plan to build or acquire 624 new homes up to 2026/27 to help in tackling the housing crisis.

Our focus for 2023/24 and beyond will be on improving our performance and customer outcomes that will respond to the areas of greatest customer dissatisfaction, including a continued focus on damp and mould. We have taken steps to realign our internal structure so that our service delivery model is more focussed.

And we will continue to focus on improving repairs to ensure value for money, right-first-time service, and consistently high levels of customer satisfaction in response to the feedback from our customers.

We will continue to adopt more joined-up methods, bringing together housing repair, management, wellbeing, and support services into smaller teams that are accountable to discrete neighbourhoods in support of our Neighbourhood Plans.

Our teams will continue the work to support our customers and communities through the cost-of-living crisis with the provision of money advice services; employment and skills programmes and access to Aspire and partner agency support activities.

people first

6 Underpinning strategies

- People strategy
- Customer strategy and customer promises
- Asset Management strategy
- Development strategy
- IT strategy
- Sustainability strategy
- Data strategy
- Digital strategy
- Health & Safety strategy
- Older persons strategy
- Value for Money strategy
- EDI strategy
- Incana sales strategy
- Durata strategy
- Treasury strategy

