



# Corporate Strategy Refresh

March 2022

With thanks to all our  
customers and colleagues who  
appear in this document.



# 2020 2025

We want to create  
great, sustainable  
communities and  
empower lives.

# Welcome

## from our Group Chief Executive and Chair

Abri's first ever corporate strategy Achieving Together was formally launched in 2020. The document set out a series of ambitions centered around three overarching priorities. Namely:

- improving our homes, services, and communities
- building more new homes
- the commitment to create a united and resilient organisation.

Against the backdrop of the pandemic, Abri has achieved a great deal, much of which has been done ahead of schedule. We have also seen some profound changes in our operating environment which have sharpened our understanding of the specific challenges our communities will face in the future. All of this prompted us to return to our corporate strategy to check that we are focused on the right things.

The overall conclusion we reached is that our original corporate priorities remain correct; it is how we reinterpret the relative scale and sequencing of these priorities, which is now of greater importance. For example, back in 2020 we said that we would develop our understanding of how we would minimise our carbon footprint, today we have a Climate and Sustainability Strategy and with it, a road map to net-zero.



The leadership of Abri has also concluded that a reinvigorated approach to Equality, Diversity and Inclusion is necessary. For this reason, we have created a dedicated set of priorities to help shape our thinking, our actions, and our identity. Of course, there are corporate priorities that will be ever present, such as ensuring our services meet our customers' needs and our commitment to build new homes. Our strategy refresh and subsequent actions will see us doubling our efforts in this regard. We will build more homes under the life of this strategy and at the same time, significantly improve the customer and community experience.

This strategy will take us up to our centenary in the year 2025; if fully realised, we believe it will place Abri as the landlord and developer of choice, the partner and stakeholder of choice and the employer of choice. Thus, honouring what we believe is our primary custodian responsibility: to leave our organisation better than we found it.

### We will:

- invest in our homes
- get really good at customer service
- build more homes
- create thriving communities
- enhance inclusion & diversity
- create a sustainable future
- manage our business to the highest standards
- create a great place to work.

On behalf of the Board and Executive we warmly share our refreshed Achieving Together Strategy.

**Wayne Morris, Group Chair &  
Gary Orr, Group Chief Executive**

# Welcome

## from our customers

### A word from our Scrutiny Group

We live in challenging times. But a fundamental truth remains – everyone needs the security, warmth and refuge of a home in a safe community.

The Resident Scrutiny Group welcomes publication of Abri's refreshed Achieving Together strategy. We know the basic building blocks of customer satisfaction are a great, well-maintained home, backed up with an effective housing management and repairs service. Together with clear communication and knowledgeable people on the ground who are empowered to make decisions that always have the best interests of residents foremost in mind.

As Abri completes its internal transformation, the Group welcomes the necessary renewed focus on service delivery. A new approach that re-establishes local ownership and accountability for improving services to customers and neighbourhoods will be critical to success here. Putting Abri's operational staff back at the centre of this effort will help reconnect it with residents and wider communities.

Many residents are facing a challenge to their living standards that is without recent precedent. As a 'critical friend', the Group will continue to provide customers with real influence over how Abri develops, delivers, learns and improves; so that where it can, it can lean into these headwinds together with its residents.

**Kevin Williamson,  
Scrutiny Group Chair**



## Who we are

We are one of the South of England's largest housing providers, with 40,000 homes and assets and a turnover of more than £220 million. We work with 37 local authorities and 56 different parliamentary constituencies. As we grow, we want to re-establish our strong local presence, deepening our connection with our customers and communities and providing a really good service to more than 100,000 people.

We remain as passionate as ever about tackling the housing crisis and building thriving and sustainable communities with more opportunity for all.



G1/V1 status

## Our beliefs

We work in partnership with others to create great homes and thriving communities, supported by outstanding customer services.

Our shared beliefs help us to work together, in depth and over the long term, with our partners and customers. We support what we do with outstanding customer care and comprehensive, responsive and accessible services.

Everything we do is powered by three core beliefs:

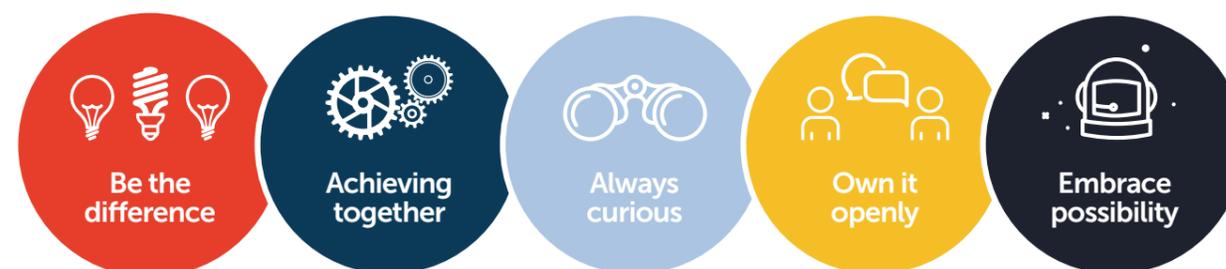
- everyone has the right to a safe, warm and sustainable home
- homes and communities are places to belong, grow and thrive
- equal opportunity must exist for communities so everyone can have improved life chances.

Above all else, we work with our customers on the basis of equality, trust and respect. Every area of our business is inspired by this ongoing partnership.

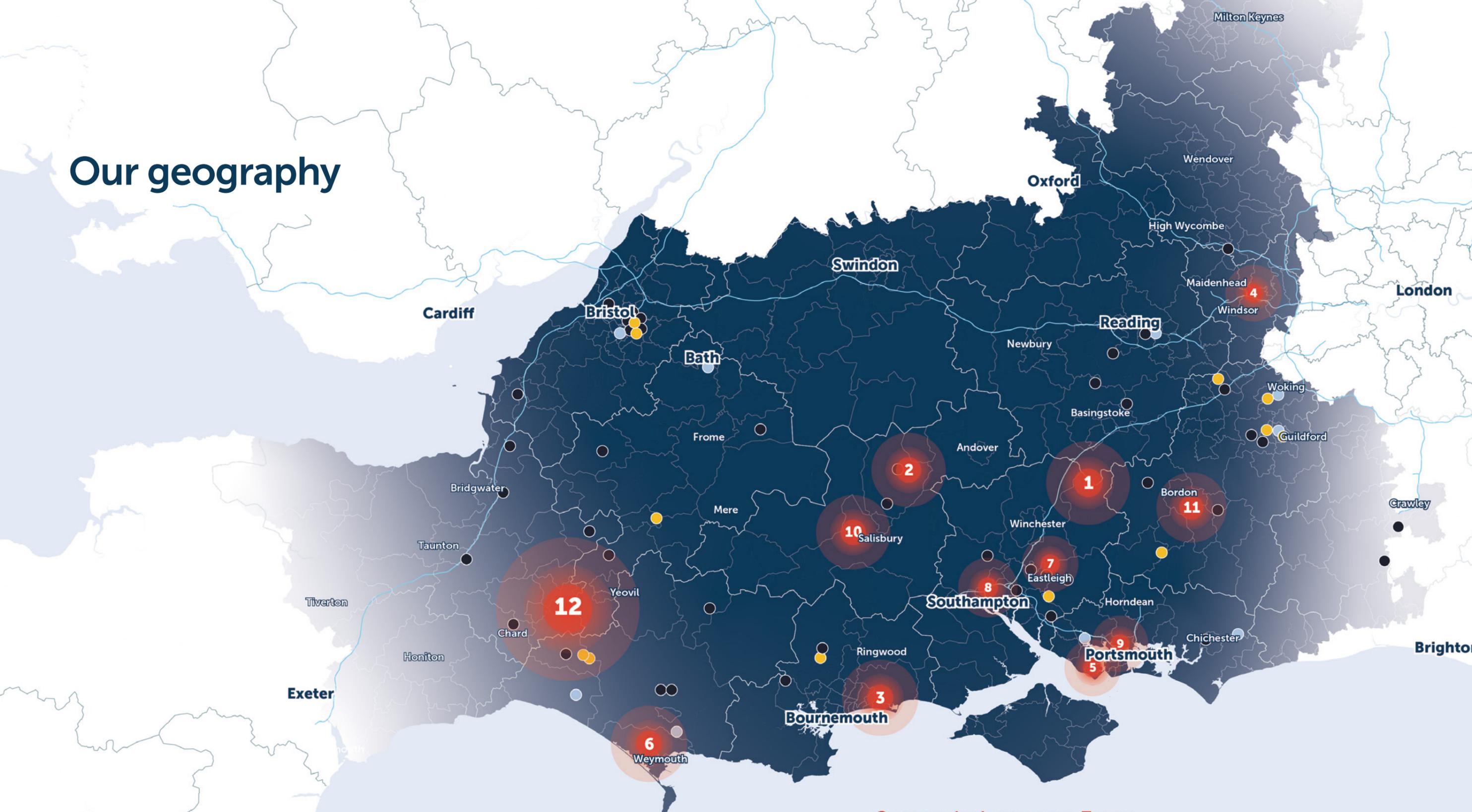
We are dedicated to creating communities and empowering lives.

We work with our customers on the basis of equality, trust and respect.

## We lead with our values



# Our geography



### Community Investment Zones

- 1. Alton
- 2. Amesbury
- 3. Beaufort Park Estate
- 4. Clewer and Dedworth
- 5. Gosport
- 6. Littlemoor / Carlton Road North
- 7. Mansbridge
- 8. Millbrook
- 9. Portsmouth
- 10. Salisbury
- 11. Whitehill and Bordon
- 12. Yeovil and Chard

### New development sites

- On site
- Abri holds a legal interest in land
- Pipeline



## Abri in 2022

Since Abri was formed in 2019 we have worked to build firm foundations for success. We have improved our systems and processes, made our business more efficient as part of our 'Optimum Abri' work and created an organisation that is strong, resilient and capable. We have established the key partnerships and relationships that will support us to succeed. And we have matched evidence-led solutions to the problems we have identified.

The next leg of our journey is going to look and feel different. We know we have been more introspective than we would have liked over our first two years and that the next three years of our Achieving Together strategy will see us refocus on connecting with our customers. We will place our frontline colleagues firmly at the centre of our organisation design and we will deliver the value of our strategic partnerships with our key stakeholders.

We will now focus on delivering the full promise of Abri, having established those firm foundations for success.

## What problems are we trying to solve?

The first version of Abri's Achieving Together strategy listed five big issues we wanted to solve. We have proven that we can do something bold, ambitious and make a positive impact on all of them. But none of these five issues have gone away. And we now want to add a sixth and do even more to tackle all of them.

- 1** Housing supply does not meet demand.

**Action:**  
Build more (and better).
- 2** Some communities we serve are disproportionately disadvantaged.

**Action:**  
Understand diversity in order to create inclusion, opportunity and choice.
- 3** We have finite resources.

**Action:**  
Get more, do more with existing resources.
- 4** Changing factors in the operating environment present risks.

**Action:**  
Manage risk, have a plan B, make things better where we can.
- 5** All inefficiency is a barrier to success.

**Action:**  
Be smarter, be more efficient.
- +
- 6** The climate crisis demands we act to protect our customers and business.

**Action:**  
Put sustainability at the heart of all of our plans.

# Strategic priorities

**We are clear about our priorities. We have made significant progress and built the foundations for success. We will now act decisively, with ambition and pace to deliver sustainable value to our communities, making Abri stronger and more effective for future generations.**

## Our approach

The ink never dries on our strategy. We continue to rely on evidence-led decision-making throughout Abri. But we will always remain open-minded and adjust our plans if presented with new evidence.

Our first two years as Abri have seen good progress against our eight corporate priorities and our triple-ten ambitions. Those two years have seen significant social upheaval, including a pandemic and radical changes to ways of working. We see new challenges emerging for our customers and communities. As a result, we will continue to place a high value on research, data and insight to understand what is happening in our organisation and the world around us.

In our first iteration of this strategy, we said we would directly address the big questions that face our sector: the climate crisis, homelessness and an ageing population. Two years on, we are able to clearly articulate our approach to climate change and sustainability. And we can define what our role should be in relation to homelessness. Understanding the impacts of ageing and other major demographic changes are questions we must answer on the next part of our journey.

We remain committed to collaboration and value-adding partnerships with like-minded organisations that add to our capabilities. We would like to do more of that. Importantly, we are now in a strong position to actively build the capabilities of others in our sector.

**We will deliver our corporate plan with compassion, empathy and kindness, in order to build trust with the people we serve. We are unapologetically ambitious and want to create great and sustainable communities that can empower lives.**



# Our eight strategic priorities

## 1 Build more homes

Everyone deserves a safe, warm and sustainable home. We are now able to set out a detailed, credible and costed programme of investment and building to deliver significantly more homes than we had previously planned.

We commit to listening carefully to all our customers to create new, diverse and inclusive communities, ensuring all of our customers are satisfied with their homes.

We will take account of carbon throughout the life cycle of our developments, using off-site manufacture and in-sourced delivery to ensure quality and efficiency.

We will successfully deliver the full potential of our strategic partnership with Homes England and seek further collaborations that allow us to do more or enable others to do more.

### Actions

We are:

- committed to building at least 12,500 new homes by 2030, consistent with our Abri New Homes Standard, investing more than £2.6 bn
- allocating 75% of our new build programme to social and affordable housing
- achieving a minimum customer satisfaction level of 90%, regardless of tenure
- building on our achievements and maximising the number of homes we deliver through Modern Methods of Construction
- accelerating the transition of our programme to achieve the Future Homes Standard, and enhancing our design standards to improve our biodiversity impact
- working collaboratively with our Wayfarer partners, Homes England and others to support the delivery of new homes, meeting a diverse range of needs and using our EDI data to inform how we do this.

Diverse, sustainable places where people want to live.



## 2 Invest in our homes

A safe, warm and decent home is a basic ingredient for a good life, a necessary condition for good health and wellbeing and a springboard for other opportunities. We have taken time to understand our assets, their condition and our options. We have also listened carefully to our customers about what they want us to do. Two years into our corporate planning cycle, we are clearer about our priorities and investment plans based on that knowledge.

Over the next four years, we will make our homes more economical to heat. This will put money back into our customers' pockets and help us plan for a carbon-free future. We are alert to changes in compliance and will be proactive in relation to new legislation, making sure our homes remain safe and that they meet or exceed all relevant regulations. We will continue to engage directly with our customers to ensure we understand their views about the things that matter most in their homes and the shared spaces around them.

We recognise that in the past our approach to investment in homes and geography has varied. Now, we will focus significant energy and investment in the 30% of our blocks we have identified as needing an extra boost to meet our customers' expectations, as well as ensuring that our customers have a consistent offer in terms of the quality of our homes across our operating area. Where appropriate, we will consider stock swaps and rationalisation in order to be as efficient as possible.

We will maintain dynamic information about our housing stock and use new technology to help ensure that our assets continue to be great homes that people love to live in.

### Actions

We are:

- operating a zero-tolerance approach to sub-standard asset condition, actively encouraging every colleague and customer to 'see something, say something', so we can respond and put issues right
- committing more than £161m to improving the quality of our customers' homes between 2022 and 2026
- using our investment capital to access funding to increase the energy efficiency of the stock that needs it most
- phasing out the most inefficient heating systems within our homes within a three year period, reducing fuel bills and improving energy efficiency
- investing at least £48m into fire safety over the same period
- conducting a review of 1,200 of our homes for regeneration viability
- working with our customers in our eight community investment zones to better meet their needs
- using our asset management approach to support our pathway to net zero, matching the milestones of the asset programme to those of the net-zero journey
- reviewing stock swaps, rationalisation, equity disposals and land sales in order to carefully balance our investment needs. When we make disposals, we use that value to replenish our overall stock with better, more efficient homes.

## 3 Get really good at customer service

We are convinced that the basic building blocks of customer satisfaction are a great, well-maintained home, backed up with a highly effective repairs service. If we combine this with clear communication and knowledgeable people on the ground that are empowered to make decisions in the best interests of our customers, then we will give customers exactly what they have told us they want: good service.

We are implementing a new housing management approach that is re-establishing a powerful sense of ownership and accountability for individual customers and their homes. This programme will put our frontline colleagues right back at the centre of our organisational design. In 2022/23, we will focus on creating a repairs and maintenance service that is consistent with our customers' expectations. Alongside this, we will continue to shape, develop and support our housing team, prioritising housing knowledge, compassion and a desire to get the best outcomes for our customers.

We are unashamedly going back to the basics. Why? Because that's what our customers have told us they want. We want our customers' experience with Abri to be positive and empowering from start to finish. We know this is not just about having the right data, systems and processes, it's also about having talented people that really care, working directly with our customers. We are committed to being Top 10 in our sector for customer satisfaction within the life of this strategy.

### Actions

We are:

- making our home repairs and maintenance team a centre of excellence in terms of quality and service, prioritising, ease of use, trackability and reliability
- structuring our housing team to give clear, accountable ownership for homes, estates and schemes, where a named person is responsible and answers to our customers
- using our bespoke Housing Professional of the Future programme to increase housing knowledge throughout the organisation
- operating a 'see something, say something' culture of zero tolerance for anything that is not consistent with Abri's standards
- re-positioning our frontline colleagues back at the centre of the business, underpinned by excellent data, systems, tools and support networks
- using 4 regional panels to listen to our customers more carefully, hearing their voices throughout the organisation, including at Board level, and making the changes they want
- radically improving our approach to both operational and corporate customer communications
- ensuring that customers get off to a great start in their home with the right void standard, welcome pack and service
- readying ourselves for the future, understanding the impact that changing demographics and tenure types will have on our service design.

## 4 Create thriving communities

Abri can make a strong, positive and life-changing contribution to our communities and neighbourhoods based on our growing understanding of the needs of the people that live in them. We know that proactively managed environments with clean, safe, shared spaces and well-maintained communal areas, can create places that people feel good about. By focussing on those shared spaces as well as the fabric and quality of our homes, we can create community pride and enhance wellbeing.

We also want to tackle some of the inequalities we can see across our geography – some communities are disproportionately disadvantaged and we think we can change that. Consistent with our stated aim to ‘go where the need is greatest’, we have defined eight Community Investment Zones which are receiving additional attention and investment. By prioritising employment opportunities and training, alongside support for worthwhile community initiatives, we want to open up opportunities, empower people and create thriving communities for our customers. We believe we can play a part in the government’s ‘levelling up’ agenda by driving greater social value out of the green agenda and our wider supply chain for the benefit of our disadvantaged communities.

We believe in the power of communities and will continue to listen to our customers about how to support, maintain and develop the places in which they live.

### Actions

We are:

- linking our community strategy directly to our asset investment strategy, using an independent survey of our priority zones to define a major programme of improvement of shared spaces, making dedicated year on year investment to improve these important parts of community life
- continuing to focus on our eight Community Investment Zones, working in close partnership with our customers and other stakeholders, creating new pathways into employment, giving at least 2,500 customers opportunities to take back financial control of their lives during the life of this strategy
- actively exploiting synergies with the emerging green economy through our Greener Futures Partnership and other collaborations while developing further opportunities within our wider supply chain
- continuing to secure external funding on behalf of our customers to benefit their communities, supplementing Abri’s own £3m per annum investment with an additional £2m over the life of this strategy
- creating new and demonstrably more effective management responses to the issues that reduce community wellbeing, such as anti-social behaviour, litter and poorly-maintained shared spaces
- making resources available to actively sustain the tenancies of those who are most vulnerable to the effects of fuel poverty and other rising living costs
- embracing all the guiding principles contained in the Government’s White Paper on social housing.



We will **focus** on delivering our corporate plan, doing more for **customers**, while making Abri **sustainable**.

## 5 Making all of our communities more inclusive

We know that some of the communities we serve are disproportionately disadvantaged. We think that inequality exists when society, organisations and people don't embrace diversity and fail to be inclusive.

In our communities and places of work we value everybody without prejudice. We want to make a meaningful contribution to improving inclusion and equality of opportunity for our customers and colleagues.

Recognising that there are things we don't know, we will lead with questions and use data and evidence to increase our understanding of diversity. And we will use that knowledge to actively inform the choices we make.

We have a clear plan to strengthen our protected characteristic data for our customers (we already hold this data for the majority of our colleagues). Using that data, we will look at our performance across all business activities, asking two key questions: "Is there any evidence that we are contributing to inequality?" and "Can we do more to increase inclusion?"

However customers interact with Abri, we will ensure that we have looked at their route into our organisation through an Equality Diversity and Inclusion (EDI) lens and have done all we can to create an inclusive environment. We will make sure that we have thought about EDI in both the design and delivery of all our services.

We will increase representation throughout our business to ensure a more diverse range of voices inform policy and strategy, using our local listening panels to match services to needs.

We will transition from being a business that uses Diversity Impact Assessments as a tool to check decisions and proposals, to a business that uses diversity data to drive the design of our services from the ground upwards.

This is a journey and we recognise we have a lot to do, but by making diversity and inclusion one of our eight corporate priorities, we can ensure we report a positive step change by 2025.

### Actions

We are committed to:

- having fully comprehensive protected characteristic data for customers and colleagues by the mid-point of 2022
- using that data to inform ALL of our delivery strategies
- examining every customer and stakeholder touchpoint with Abri and our services through the lens of EDI by the end of 2022
- reporting all main service delivery standards and satisfaction metrics, segmented by key protected characteristics, at Board level
- reporting all key employment metrics segmented by protected characteristics at Board level
- using our regional customer panels to hear a more diverse and representative selection of voices
- putting energy and resources into campaigns on key topics such as: racism, women's safety, gender pay, disability, hate crime and other topics that matter to us and our communities
- refreshing our EDI strategy in 2023 to reflect the understanding gained during 2022
- developing evidence-based interventions that promote Abri's identity and practices as an inclusive employer and service provider
- appointing a dedicated Board EDI Ambassador to champion our efforts and plans
- maintaining a dedicated EDI committee tasked with delivering our strategy.

**In our communities and places of work we value everybody without prejudice.**



## 6 Create a great place to work

Housing is all about people and Abri is a people organisation. While we have been setting up the right systems, processes and refining our ways of working, we have also been striving to create a distinct Abri culture based on our values. Two years on, we are clear that there are two main points of focus for Abri over the next three years of this strategy: strong visible leadership throughout our organisation and a renewed emphasis on the role our frontline colleagues play in the successful delivery of our corporate plan.

We continue to see our people as our main source of competitive advantage. While we have created a strong employer brand, confirmed by external benchmarking and awards, there is more to do..

We will again focus on our values and social purpose across our organisation, adding a strong commitment to proving our environmental credentials. We will pay special attention to our customer-facing teams, ensuring they are given the full support and empowerment they need to be really effective. We will develop our leaders and equip them with all the skills they need to lead and motivate their teams. And we will continue to invest in recruiting, retaining and developing the very best people. A clear golden thread will connect everyone's personal objectives to the corporate plan, while effective performance management will support colleagues to deliver their best work. Our proprietary learning and development programme, 'Housing Professional of the Future', will help us to ensure Abri colleagues maximise their career potential in their chosen roles.

We have demonstrated that Abri can adjust its ways of working to meet the needs of the business and our changing operating context. We will continue to listen to our colleagues in order to make our organisation the best it can be and ensure our people deliver great outcomes for our customers.

### Actions

We are:

- further developing Abri's strong Employee Value Proposition, backed up by effective talent management, to ensure we recruit, retain and promote the best people in housing
- placing a clear premium on the roles that most affect our customers' experience of Abri, our colleagues in repairs and maintenance, housing, supported schemes and other customer-facing roles
- investing in our Housing Professional of the Future programme to ensure we develop colleagues and support them to be highly effective and to reach their full potential
- continuing to review and optimise our ways of working and operating model to make sure we are efficient and effective
- working with Best Companies to achieve 3-star status and improve our position in their rankings
- working with Investors in People to achieve Platinum status
- refreshing our Organisational Development Strategy, in line with the needs of this refreshed Corporate Strategy, ensuring we have the capability and capacity to deliver the corporate plan
- using data, policies and cultural cues to increase inclusivity, making Abri a place where diversity is understood and valued
- further enhancing our insight function to ensure we are true to our commitment to be data-led in all decision making.



## 7 Manage our business to the highest standards

It is our responsibility to make sure that we do more with our money for our existing customers, while also maximising our ability to invest in and protect our assets for future generations. During our first two years, we have embedded a strong value for money culture across our organisation. This has included setting specific parameters and golden rules to drive efficiency and financial strength over the life of this strategy. It has also involved optimising our services to our customers and communities. We call this 'Optimum Abri'. We have already simplified the structure of the Abri Group, ensuring we can respond effectively to any new cost pressures.

We will work to retain strong governance and viability judgments while strengthening our associated rating agency assessments. We have managed to achieve annualised cost savings well in excess of those identified in the final business case for our partnership. We will now pursue continuous improvement and innovation across our operational activity and business functions.

In a period of economic uncertainty, we will continue to manage our financial performance, further optimising our borrowing arrangements and the management of our supply chain, assets and other costs. This activity will include looking at sustainable forms of funding. We will maintain the ongoing resilience and flexibility of our financial plan to make sure we can invest in the delivery of the priorities set out in this strategy, despite any economic uncertainty.

We will further improve our operational resilience, maintaining business continuity plans that can respond to both real-world and cyber disruption. We will actively identify, monitor and manage our enterprise-level and local risks to protect our service delivery. We will continue our commitments to a safety-first culture and compliance with all relevant legislation.

We have taken the time to conduct a full review of our governance and will now implement the resulting recommendations. Abri has chosen to move to the National Housing Federation's Code of Governance, recognising the unique oversight requirements of our sector. Our Board is now stronger, more diverse and works actively with our customers to benefit from positive co-regulation and their direct scrutiny of Abri's performance.

We place a premium on strong, visible leadership and expect our leaders to embody our high standards in all of our business activities.

### Actions

#### We are:

- actively managing corporate risk to protect our organisation
- working directly with our stakeholders in our areas of highest stock density, ensuring Abri's offer is right and that our ask of our local partners means we can deliver more
- maintaining a robust health and safety culture that protects customers and colleagues, ensuring compliance with all relevant legislation
- continuing to optimise our treasury arrangements to enable Abri to meet all of its commitments and do more, including seeking alternative funding options such as 'green bonds'
- improving our management costs in relation to our peers
- delivering the recommendations from our governance review to ensure our Board and associated structures are highly informed and understand our operating environment
- actively seeking new ways to support Abri's sustainability agenda, while also finding ways to reduce the impact of decarbonisation costs on our business plan
- managing Abri's positive performance across clear environmental, social and governance objectives
- committing to holding current, actionable and effective business continuity plans appropriate to a business of our scale
- developing a group-wide approach to encourage higher levels of innovation
- going to use the data from our 2022 customer census to ensure the needs of the diverse communities we serve are recognised throughout our governance structures.

We know what **Optimum Abri** looks like and those principles **guide** our work.



# 8 Climate crisis: creating a sustainable future

Abri has a duty to respond to the climate crisis. We take responsibility for our emissions and environmental footprint and we must protect our customers and communities. At the start of 2020, we simply didn't know enough to make meaningful commitments, so we promised a research project to baseline our current position and set a minimum date by which Abri would be carbon neutral.

We have undertaken the research, built our understanding and created the carbon baseline. We have now set out our plan for transitioning to net-zero, making very clear commitments in terms of dates and next steps. We have cultivated new networks, formed significant new partnerships and are working with others that can help us create credible regional or national solutions.

We have widened the scope of this corporate priority. While we will not ignore the urgency of carbon reduction, we will also address sustainability more broadly, from biodiversity to confronting the fundamental inequality that fuel poverty creates. All of our corporate plans will now be adjusted to embed clear sustainability goals.

The policy environment, technology and costs associated with this corporate priority continue to change quickly. On that basis, our Board has mandated that we continue to explore all opportunities to accelerate and de-risk our transition to net-zero and to look for new ways to bring associated opportunities and benefits to our communities. We will work in a fabric-first way that prioritises 'doing no harm' in order to deliver net-zero in line with or faster than the government-required timeline. Our strategy will continue to evolve in line with the government's policy initiatives, markets and the economy.

We firmly believe that the 'challenge of a generation' must now be turned into the 'opportunity of a generation', offering economic opportunity to previously disadvantaged communities as part of a 'levelling-up' agenda. This is not just about protecting customers from a threat, but about a fair and just transition that could also create a step change for communities.

We will do all of this in a financially cautious, evidence-led way that allows us to also deliver our other corporate priorities.

## Actions

We are:

- committed to achieving net-zero in line with the government's timeline or faster, integrating net-zero and sustainability into our core business model
- committed to ensuring our customers and communities experience a fair and just transition to net-zero
- openly sharing our emissions data and the roadmap to zero for our business operations, development programme and supply chain, seeking to decarbonise our entire value chain
- aligning all of our business processes with the Task Force on Climate-Related Financial Disclosures' 12 recommendations regarding governance, strategy, risk management, metrics and targets
- fully aligning our sustainability strategy to the United Nations' 17 Sustainable Development Goals (SDGs)
- working with key strategic partners to gain scale, leverage, expertise and access to the technology, funding, and stakeholders we need, using the Greener Futures Partnership to accelerate our progress
- identifying ways to bring economic benefit to currently disadvantaged communities as part of an emerging green economy
- seeking out new ways to fund our decarbonisation strategy, prioritising regional and national partnerships to drive value from the growing green economy.



## Net-zero across our business operations

With a fabric-first approach and a commitment to tackling fuel poverty through thermal efficiency, we will track a consistent downward curve against our carbon baseline figure, ensuring our fleet, business operations and corporate buildings are all at net-zero by 2030.



## Abri fully net-zero including stock and supply chain

By 2050 or sooner, our homes and full supply chain will be at net-zero. Our development programme will be sustainable by design and we will be levelling-up communities by supporting customers to participate in the green economy.



**We want to create great, sustainable communities and empower lives.**

## Implementing our strategy

Our corporate priorities are supported by a set of clear functional plans, each with associated performance indicators that tell us whether we are delivering the outcomes we seek. Our colleagues have individual objectives aligned to those plans and can see how their work supports the achievement of the plan.

We have acknowledged the significance of addressing climate change and, for the remaining life of this strategy, we will view all of our functional plans through the lens of sustainability, in the same way that we evaluate all strategic goals in terms of their affordability against our financial plan.

We will relentlessly pursue our eight corporate priorities and the Triple Ten because this is how we will create great sustainable communities and empower lives.

## Our commitments

### The big three

We use three really big, simple, publicly stated, ambitious goals to define our future.

We have made clear progress against our 'Triple Ten'. But we have more to do if we are going to achieve all of them in the life of this strategy. By 2025 we want to be a Top 10 Housing Association based on these three clear, measurable goals.

We are delivering many more homes and growing our asset count. But Top Ten for scale demands that we secure a further partnership to step-change our organisation. We are ready and able to pursue that goal with an organisation that shares our values and aspirations.

We have been ranked 4th best housing association to work for in the Best Companies list, featured in their Top 100 companies to work for list and have retained Investors in People Gold. We are not complacent and have a clear action plan to improve further and be a Top 10 employer of choice.

This refresh of our corporate strategy signals a renewed focus on our customers, listening to them, understanding them and providing great service. We are empowering and investing in our frontline colleagues in order to pursue Top 10 customer satisfaction performance.



### Top 10 Housing Association by scale

Top 10 by scale (no. of units) and development (no. of new homes).

Why? Because scale matters if you want to stay relevant, be efficient and have influence.



### Top 10 for customer satisfaction

To be Top 10 amongst our immediate peers, then top decile in the housing sector and then top ten as measured by the regulator's tenant satisfaction measures.

Why? Because we want to keep on improving our service to our customers.



### Top 10 place to work

Top 10 in the well-established Best Companies annual ranking.

Why? Because our people are the number one critical success factor.



# Custodians of Abri's future

We know we are custodians of Abri, not its owners...

We remain committed to acting as stewards of an important institution that has been here for longer than most of us have been alive. One that will carry on providing homes and services long after we have moved on. That creates a special kind of responsibility.

The Board, senior leadership team and all our colleagues are actively moving the organisation forward, enhancing its ability to respond to customer needs and influence the housing agenda positively. We want to leave the organisation in a significantly better place than we found it, knowing that both past and future generations of colleagues would think exactly the same.

As good stewards, we have taken time to understand the challenges we face and the issues we seek to resolve — whether that is responding to the climate crisis, building more homes or creating real opportunities in disadvantaged communities.

Two years into the Achieving Together strategy, we are now able to describe how we will tackle the challenge of decarbonising our business and assets, getting Abri to net-zero. We have listened to our customers and communities and are clear about what they expect of us. We have made progress in terms of adjusting our business to meet new challenges in our operating environment and we have strengthened our financial position to make Abri more resilient for the future. By the end of the life-cycle of this strategy, we will also build significant additional certainty into our long-term forecasts, especially in relation to decarbonisation costs.

We will keep on developing this organisation, always responding to the changes in the world around us, staying relevant, creating great communities and empowering lives.

**Custodians  
not owners.**



# 100 years of history

We are custodians of Abri, how can we ensure it is ready to serve communities for the next 100 years?

## 1919

Post WW1, Local Authorities required by law to provide council housing. Lloyd George promises 'Homes fit for heroes'

Swaythling Housing Society formed  
Local Authorities granted right to sell off council housing

Post WW2, Government begins build of 1 million new homes, 80% of which are council homes

Right to Buy introduced

Swaythling Housing Society, Drum and Windsor merge to form Radian  
South Somerset Homes renamed Yarlington

Radian and Yarlington form new partnership

Daedalus Village awarded Highly Commended in the Best Partnership category of First Time Buyer Readers' Awards

UK Housing Awards Winner 'Resident employment and training' award

## 2021

Retained our A3 credit rating from Moody's  
Housing Digital Top 5 Sustainable Housing provider

Awarded G1 for governance and V1 for financial viability  
Number 73 in the UK's 100 Best Large Companies to work for

Investors in People Gold accreditation  
Number 4 on Housing's 25 Best Associations to work for list

Merged our housing associations (Portal Drum Windsor Yarlington) into Abri Group Ltd  
Launched Abri homes brand and website

Completed the build of 801 new homes  
Launched our Equality, Diversity and Inclusion committee

We become Abri and launch our corporate strategy  
Awarded £103,000 for our project, Unlimited Potential

Almost £95,000 awarded to Inspired to Achieve (i2A) to support local employers create employment opportunities for young people with special educational needs and disabilities

Stock transfer of 613 homes from LiveWest

## Achieving Together Strategy 2022–2025

Formed the Greener Futures Partnership with four other housing providers to improve the sustainability and energy efficiency of homes

Highly Commended at the First Time Buyer Reader Awards in the Affordable Housing Provider of the Year category and Bronze in the WhatHouse? Awards for Housing Association of the Year

Strategic partner for Homes England, securing £250 million investment from Government

Over the life of this refreshed strategy, we will focus on the following priorities:

Building more homes  
Investing in our existing homes  
Customer service  
Thriving communities

Making all of our communities more inclusive  
Managing our business to the highest standards  
Creating a sustainable future  
Great place to work

# Achieving Together

We believe that we achieve more when we work together.

Over our first two years as Abri, we have been able to do significantly more by collaborating with other like-minded organisations. If you can help us to have more impact we look forward to hearing from you.

[www.abri.co.uk](http://www.abri.co.uk)



