

OUR 2021 - 2024
BUSINESS STRATEGY

Champions for
Happy Homes



HONEYCOMB
GROUP

With our social heart and business mind, Honeycomb Group is here to champion happy homes across our region

Over the last two years we have taken the time to step back and talk to customers, staff and partners about our future priorities and the increasing needs in the areas and communities we work in.

We re-branded the Group to ensure we could create real clarity for our customers and communities and the way they access our homes and specialist support services.

We have more recently also taken the opportunity to refresh our strategy in response to the COVID-19 pandemic to consider the needs of our customers, the way our staff will work in the future and the impact this will have on our services.

Our aim is to break down all of the social and physical barriers to a happy home.

We want to elevate and support people by addressing the root cause from all angles. Preventing, recognising, responding to needs and rehabilitating people from the inside out for a long-term solution. Bettering homes from every aspect, whether it is through the person or the physical environment so people feel secure, connected, confident and proud.

Our Group is equipped with specialist brands that work together to provide homes, create connections, build confidence and make sure every home is a place of security and stability.

The regions we work in have challenges;

- the need for good quality affordable homes
- complex homelessness problems
- an increase in domestic abuse
- isolation and loneliness issues
- the impact of COVID-19 on employment and mental wellbeing in communities.

As a housing group this gives us the opportunity to work with our customers and communities for a better future. We need to remain agile and resilient as a business and listen to our customers.

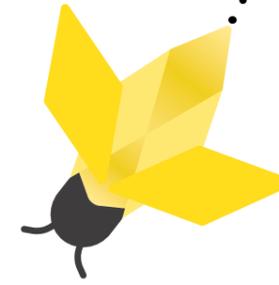
Each of our brands has an ambition and a number of objectives, supported by projects, to achieve them over the next three years.

The strength of Honeycomb Group is the combined effort of all of our brands and our ambition to work with customers and partners to make lasting change.

Diane Thompson
Group Chief Executive



Andy Spencer
Group Chair



Our values

At Honeycomb Group, we're connected by a set of collective values, keeping us all working in the same direction.

Our specialist brands deliver services to customers but we come together as a Group to be the best business we can be.



Chase curiosity and ambition.

Whatever your passion is, be passionate about it. Fly without being afraid to fall. Take your curiosity and mould it into a new, creative way of thinking. Do what you can to give our business a fresh edge or approach, and, most importantly, be committed and proud to follow your ambition.

What does this look like?

- Commit to the challenge, no matter how hard it may be
- Fuel your passions with endurance and resilience
- Have a "Big Love" in your work and put your heart into it
- Be creative and aim for best practice, not just standard procedure
- Create and live out a no-fear culture



Be dead genuine.

Our customer experience is different because we aren't all made from the same mould. We are who we are, no matter if we're in front of a customer or a colleague. We laugh, we cry, and we're not afraid to chuckle at our own mistakes. There's no script here, just people talking to people.

What does this look like?

- Be authentic with customers
- Laugh, don't take yourself or life too seriously
- Create a customer experience they'll never forget
- When in doubt, smile and relax



Be a leader in the field.

Here's that old saying - do what's right even when no one's looking. Remember that your colleagues, our customers and the wider community are looking to you for guidance, so take accountability for your role and make a positive impact.

What does this look like?

- Lead others by inspiring. Don't just manage
- Take initiative and step up to fulfil the task, even if it's not part of your role
- Follow your gut and do what is right
- No blaming others. Be accountable in good times and bad times
- Be confident, take the stand and turn great ideas into great actions



Never shut the door.

Breaking down barriers and limitations starts with an open mind and an open heart. Don't close doors on new people or opinions. Value others' differences, respect their input and listen and learn with fascination. Most importantly - never be a Jonny Bravo - it's not all about you baby!

What does this look like?

- Treat everyone as your equal - no judgement or hierarchy
- Don't hear what you want, listen
- Be open and flexible
- Don't put your agenda first. Always think about others



Come together.

It's simple, but we simply couldn't forget to put it down. Believe in the power of collaboration; seek expertise from the wider team; and work together to create bigger and better solutions. If times are tough, have faith in your colleagues and never let the pressure break the pack.

What does this look like?

- Always seek and value expertise from others
- Be a team player, not a solo artist
- Chip in when others need help
- Think, speak and act for the best interests of everyone at Honeycomb Group

Our vision

A progressive, passionate region with no barriers to a happy home.

Close your eyes and think of a city or a place that is full of life and energy.

That's what we're aiming to do for every area we serve through the work we do.

Happy homes mean thriving people who are building stronger communities and growing the local economy.

We want to leave every place better than it was before we got there.





Breaking barriers, building people, bettering homes

This is our mission, the building block to our end goal. We will break down the social and physical barriers to a happy home by elevating people and addressing the root cause from all angles. Bettering homes from every aspect so people feel secure, connected, confident and proud.

As a Group of social-minded brands this is the impact we will have over the next three years:



Develop a strong and resilient business

We'll be well governed, increase our profit for purpose and make sure Glow and Concrete are financially strong. Our decision making will be based on data, evidence and the voice and influence of our customers.

We'll be more efficient by having an agile workforce, ensuring we have the right technology, systems and platforms to deliver our services and drive value for money.



Increase the supply of affordable homes

We'll increase the number of affordable rent and shared ownership homes in Staffs Housing and more supported homes in Glow and Concrete. We'll develop our strategy in response to net zero carbon targets.



Develop our culture and be a great place to work

We'll be an employer of choice with an open, honest and productive culture. We will tackle inequality, embrace diversity and create an inclusive workplace.



Ensure our brands are recognised and valued

We'll communicate with all of our customers in a open, honest and transparent way and we'll deliver strategic campaigns across a variety of channels to market our services, sell and let homes, and raise brand awareness.

Create quality affordable homes built around you

Our homes will be safe and our services will meet the expectations of our customers. We'll listen to our customers and they will influence our decisions. We'll make access to our services as quick and easy as possible by improving our lettings process and our digital channels.



Bring your home to life

Our services will grow to make sure people can remain in their home and live independently. We'll support people to be resilient and stay connected to their community.



Be the heart of change by addressing, overcoming and ending domestic abuse

We'll address the needs of those affected by providing high quality homes and services; empower survivors to overcome their past by developing a recovery service with their support; and end abuse at the source by educating the community and working with people who are responsible.



Make homelessness history

We'll prevent people from becoming homeless through services and support which give people the skills they need to live independently and we'll educate and raise awareness about the true impact of homelessness on people and communities. We'll provide quality, safe and secure homes and seek to develop new services and partnerships.





HONEYCOMB
GROUP

Champions for Happy Homes





HONEYCOMB GROUP

Like a hive, our region depends on happy homes to thrive because a happy home means secure, connected, confident people who are ready to take life's opportunities and a vibrant buzzing community. From our beginnings bringing high-quality affordable housing into the region, to now working with people throughout the community to break the barriers isolating them from a happy home, we're dedicated to making sure everyone in this region knows the comfort of home.

Develop a strong and resilient business

How will we do this?

- We'll be well governed
- We'll increase our profit for purpose and make sure Glow and Concrete are financially and socially sustainable
- We'll base our decision making on data, evidence and the voice and influence of our customers
- We'll ensure we have the ICT platforms and systems to provide excellent services now and in the future
- We'll invest in the technology and spaces we need to create an efficient and agile workforce
- We'll secure additional income and value for money across the Group
- We'll respond to local and national policy including the levelling-up and decarbonisation agendas
- We'll continue to develop our volunteer offer

Increase the supply of affordable homes

How will we do this?

- We'll build 210 new homes over the next three years
- We'll support Glow and Concrete to increase the number of homes they manage
- We'll ensure all homes developed from 2025 will meet the zero carbon standard

Develop our culture and be a great place to work

How will we do this?

- We'll create a culture of wellbeing, ensuring our pay and benefits are competitive and fair, our workspaces are flexible, our leaders are value-driven and effective, and our employees feel heard and recognised
- We'll create an inclusive workplace where we tackle inequality and embrace diversity
- We'll invest in the growth and development of staff

Ensure our brands are recognised and valued

How will we do this?

- We'll communicate with all of our customers in an open, honest and transparent way
- We'll promote our services, sell and let homes and raise brand awareness through a number of strategic campaigns across a variety of channels

Success measures





Create quality
affordable
homes, **built**
around you



Everyone deserves a place they're proud to call home, but sometimes you need a helping hand to get there. That's what we do. We're here to help people move on to a better home and a better future. We develop, we let and sell quality homes, we talk straight, we don't overcomplicate, we keep our promises and we put our customers at the forefront of the process. Here's how we're going to deliver on those promises:

Our homes and services will meet customer expectations

How will we do this?

- Our lettings process will be quick, simple and accessible
- We will review with customers and publish our Staffs Housing homes standard
- Our investment in energy efficiency will support our target for homes to achieve EPC (energy performance certificate) level C by 2030

Our homes will meet all health and safety standards and we will improve the way we communicate our standards to customers

How will we do this?

- We'll have an independent review of our health and safety controls and create an action plan for improvements
- We'll provide customer summaries of the latest fire risk assessment in all housing schemes which require them
- We'll increase the rate of electrical condition inspections so that all homes have a 5-yearly inspection by 2024
- All customers in homes with asbestos containing materials (ACMs) will have regular information updates

We'll listen to our customers and our customers will influence our decisions

How will we do this?

We are committed to the 'Together with Tenants' charter and our relationships with customers will be based on openness, honesty and transparency and we will:

- Listen to and value customers' views and use them to make decisions
- Agree a programme of areas of influence which will be tested by the customer scrutiny process and customer involvement panels
- Ensure a range of engagement options are available - to meet customer interests and levels of engagement
- Use customer information to help us understand customers' needs and ensure our services are accessible and fair for all

We'll increase the number of long-term, sustainable tenancies

How will we do this?

- We will provide the opportunity for every tenancy to be long-term and sustainable
- We'll refresh our Fair Deal offer to customers to promote our commitments and be clear on our expectations
- We will work with customers who are at risk of losing their tenancies

We'll increase the number of customers using digital channels

How will we do this?

- We'll make more services digitally accessible through the new customer portal
- We will ensure customers who can't use digital services can still enjoy easy access to services

Success measures



85%
customer
engagement
satisfaction



Less than 10%
of tenancies
end before
two years



**60% of
customers
using the
online portal
by 2024**



**90% overall
customer
satisfaction
with service**

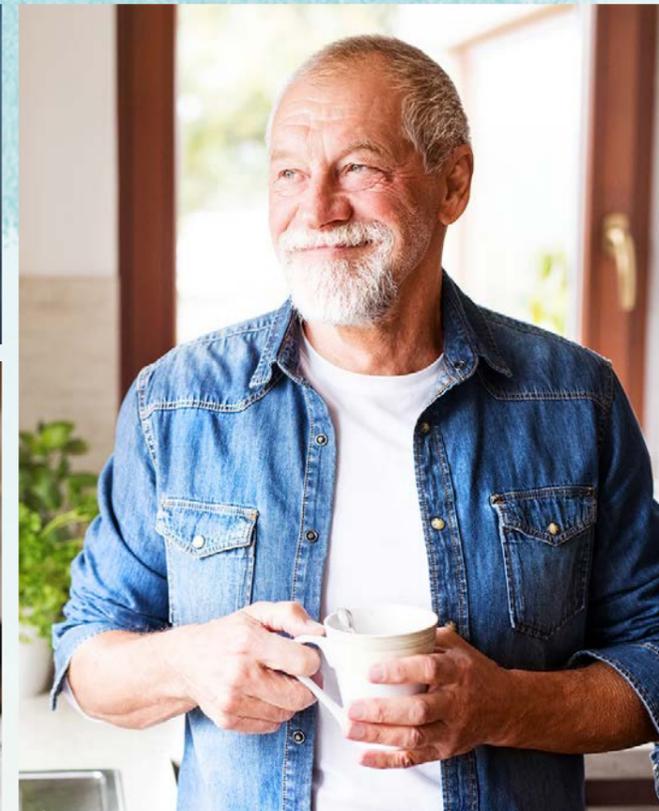


**Homes meet
health and safety
standards**



REVIVAL

BRING YOUR HOME TO LIFE





REVIVAL

We believe a home should be the place where you feel at your best. With trusted home repairs, improvements, adaptations, expert advice and a range of friendly wellbeing support, we're bringing life back into spaces and places to help people live longer and happier at home. Here are the objectives we have set ourselves to achieve this:

We will increase the number of home adaptations to help people live independently and safely in the home of their choice

How will we do this?

- We'll develop and expand our home advice, improvement and adaptation service
- We'll work with partners to address housing issues and influence the use of Disabled Facilities Grants (DFGs) to reach more people and increase practical support
- We'll maintain our Trustmark status to guarantee our customers a great service and value for money

We'll support more customers to help them be independent, resilient and connected to their community

How will we do this?

- We'll align and adapt our services to work within communities to equip people with the skills and confidence to live independently
- We'll develop our home from hospital service to align with future work within the community
- We'll look to expand our specialist services such as falls response and community alarms in other local authority areas
- We'll work alongside other volunteer and community organisations to meet the growing need for mental health support
- We'll explore opportunities to increase our offer to address loneliness and isolation

Success measures

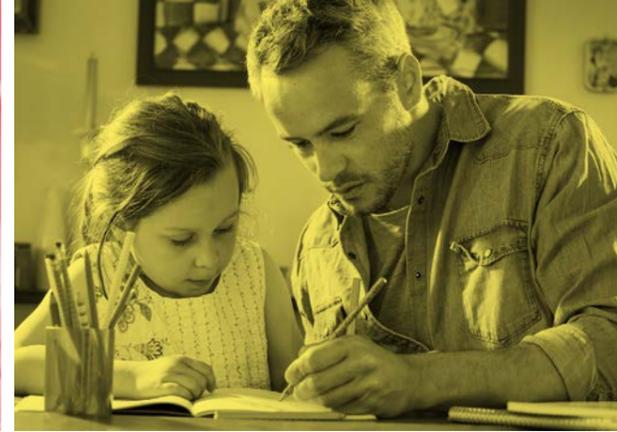


98% of people would recommend our services



8,500 customers supported by 2024

glow
The heart of change.



ADDRESS.



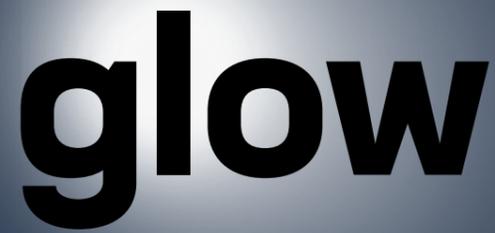
OVERCOME.



END.

domestic abuse





Glow is the catalyst for change in our community and our sector. We're working to systematically impact the way our region and our sector addresses abusive relationships. Everything we do is driven by a deep desire to change the future of relationships for the better. We're leading the change by tackling the issues from all angles. We support and address the needs of those affected; we empower survivors to overcome their past; and we end abuse at the source through educating the community and changing the behaviour of those responsible.

ADDRESS

How will we do this?

- We'll provide high quality, safe and secure homes and services for victims of domestic abuse
- We'll support customers to help them move into a permanent home
- We'll equip staff through robust training support programmes
- We'll listen to our customers and their voice and influence will help shape our services

OVERCOME

How will we do this?

- We'll maintain and grow our services and partnerships in new areas and communities
- We'll develop a recovery service with the support of victim/survivors and volunteers
- We'll campaign through fundraising to raise awareness and generate financial support for our services

END

How will we do this?

- We'll raise awareness and provide education on how to spot and respond to abusive relationships in schools, businesses and communities
- We'll train and work with other professionals to help them recognise abusive relationships
- We'll work with those responsible for abuse to end the cycle of their violent and abusive behaviour

SUCCESS MEASURES

95% overall
customer
satisfaction with
services

4,000 people
educated

4,200 victims of
abuse supported
by 2024



make
homelessness
history





It's a big statement but we're not alone in achieving it. We're part of a national movement tackling homelessness from the inside out, addressing the factors that cause it as well as giving people the tools and knowledge they need to prevent it. Through our work and dedication today, the issue of homelessness will be revolutionised, making it a chapter in history defeated by better policies, better education and better support systems. Through a community-led approach we will help those without a plan, without a voice and without a home build concrete futures by tackling the underlying issues that keep people from finding and securing a home of their own.

We'll provide high quality, safe and secure homes

How will we do this?

- All of our homes will be high quality and safe
- We'll increase our supply of quality homes, working with local private landlords and social housing providers
- We'll work with the local council to develop a social lettings agency

We'll prevent homelessness by supporting customers to keep their home and give them the skills to live independently

How will we do this?

- We'll equip customers through tenancy training, life skills and mental wellbeing support to sustain their home
- We'll ensure staff receive specialist training and support to deliver our services
- We'll recruit staff with lived-experience and increase the influence customers have on our services

Successfully lead and deliver homeless services with partners

How will we do this?

- We'll influence the strategic direction of services for those who have / are experiencing homelessness
- We'll strengthen partnerships to address system issues and implement service improvements to deliver support which responds to the needs and aspirations of people who are at risk of becoming homeless or are homeless
- We'll add value on a wide range of community, social, and economic measures
- We'll involve customers and those with lived experience in decisions that affect them and the services we provide

We'll prevent homelessness by educating and raising awareness in schools, businesses and communities

How will we do this?

- Develop our offer to schools, colleges and universities
- Increase the number of businesses receiving education and training on homelessness

Success measures



650 people connected to a home that meets their needs per year



90% customer satisfaction with services



2,000 people receive education and training on homelessness



HONEYCOMB GROUP

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