

Housing 21

# Strategic Framework



Housing 

# Our Strategic Direction

Our Strategic Commitments document (2018 – 2022) provided a 'golden thread' to connect and link our roles and activities back to our core purpose of providing high-quality housing with support or care for older people of modest means, enabling them to live well with dignity and autonomy.

Building on this, we are creating a new Strategic Framework for Housing 21, which identifies the strategic priorities to help us achieve that purpose, with a core focus on resident satisfaction.



The framework provides a clear model to ensure our strategic drivers, essential enablers and ambitions all align to our overall objective of achieving **95 percent** resident satisfaction.



**Key:**

- Core Focus
- Strategic Drivers
- Essential Enablers
- Ambitions



## Our principles

We continue to be guided by the three core principles of **21**, (being a modern and forward-looking organisation), **Better**, (never being complacent and striving for continuous improvement) and **Experience**, (seeking to provide great experience and customer service to residents) as we work to shape the priorities contained within the Strategic Framework.

## The Strategic Framework

We are developing the framework and defining what is needed to help us achieve our ambitions, whilst ensuring residents are at the heart of our decisions. We will co-create our services with them and ensure they are involved and engaged in the choices and compromises that need to be made.

We continue to have a focus on growth, both through development and acquisition, to ensure more older people can benefit from our services. We will continue to innovate to ensure our services are relevant and fit for the future. Furthermore, we will seek out opportunities to influence wider policy issues as a voice for specialist housing for older people of modest means, collaborating with others where it helps to amplify our message.

The strategic drivers will provide the basis for the framework:

**Quality properties:** we will continue to invest to improve the quality, modernity and energy efficiency of our older properties, whilst also ensuring day-to-day repairs are done promptly, to a good standard, so our residents have a safe and quality home.

**Quality services:** we will continue to invest in our people to ensure we recruit and retain the best talent and that they are responsive to the needs of our residents.

**Affordability:** we are committed to providing value for money for our residents and ensuring our services are affordable to those in receipt of benefits and those with some savings and additional sources of income.

**Accountability:** we must be accountable to our residents and put things right when we get things wrong. All residents will have a voice and we need to be proactive in responding to, and learning from, complaints. We also need to be open and transparent about our costs and policies so residents can hold us to account.

**Devolved decisions:** we recognise each of our schemes and the residents living there are unique, so we support local decision making together with residents to determine how services are specified and delivered.

Individually, each of these strategic drivers are centered on a core business objective but when combined, will work collectively to help deliver the best possible experience for residents and subsequently, high satisfaction levels.





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