

Corporate Plan Summary (2018 – 2019)



Creating homes. Building lives.



Corporate Plan summary

Welcome to this summary version of our new Corporate Plan to give you an overview of our key priorities and focus over the next three years.

We hope this document will give you an insight into where we're heading and how we'll deliver on our promises as the newly-formed Jigsaw Homes Group.

The Corporate Plan is a working document for the Group's board members, its management and staff to understand, monitor and control the business. It also summarises where Jigsaw is heading for our employees, stakeholders, partners and tenants.

In this initial period post-merger, much of the plan is quite rightly focused on consolidation, but it is still ambitious.

We are preparing for a step-change in our output of new housing and in our capacity to do more good in the society we serve.

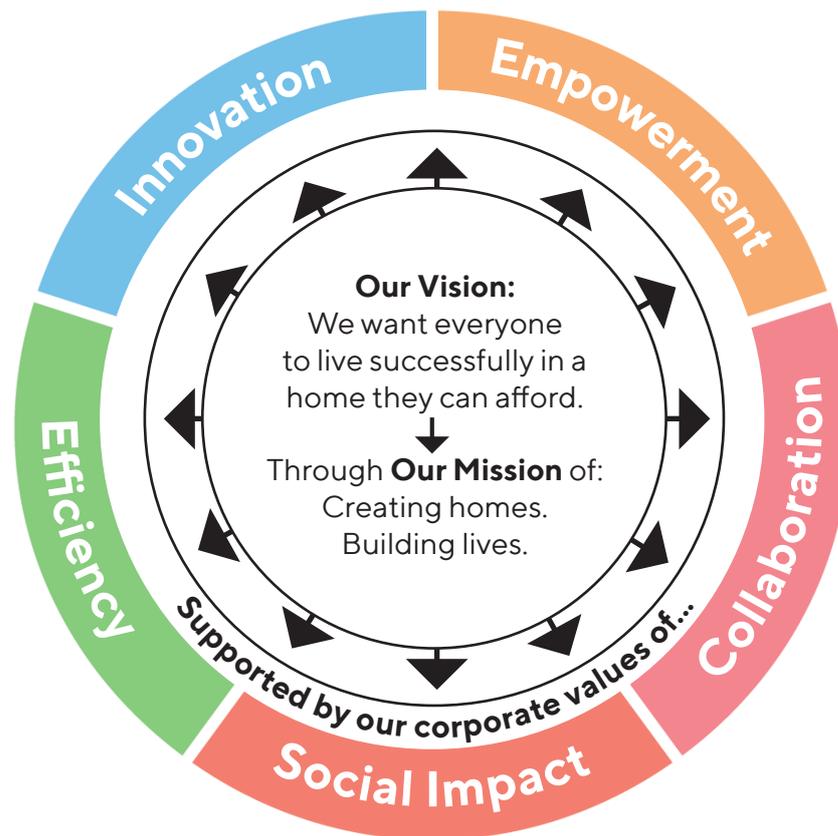
Why are we here?

We believe that by coming together as a larger organisation we can bring together our expertise and resources to make a bigger contribution with improved results for our tenants and our neighbourhoods.

Some of these anticipated outcomes are listed below:

A common strong social purpose that goes beyond housing	Save at least £3m p.a. within three years
Stronger services for tenants and customers	Save at least £10m p.a. within five years
A highly engaged, motivated and skilled workforce	Best placed to respond to risks and opportunities
A step-change in influence and strategic impact locally and nationally	Provide at least 130 additional new homes every year from efficiency savings
To make the most of opportunities arising from devolution , particularly in Greater Manchester	More resources to regenerate and invest in communities
	Commitment to place-based working for maximum impact
Adopt best practice from two award-winning organisations	Strong community focus

What do we want to achieve?



Delivering our Corporate Plan

We have **4** strategic priorities with assigned goals and projects to help achieve this Corporate Plan.

1 Caring for our customers, our assets and neighbourhoods

2 Building a strong corporate foundation

3 Valuing staff

4 Growing the business

You can see how these are linked to goals and projects in the table on the last page.

As Jigsaw Homes Group, we are also stronger and better placed to respond to a number of challenges and opportunities, some of which are listed below:

Challenges

- **Homelessness**
- Housing crisis – building more homes and meeting demand
- **Voluntary Right To Buy**
 - Social equality
- **Decent Homes Standard**
 - Welfare reform

Opportunities

- **Larger organisation with more strategic influence**
- Greater Manchester Devolution
 - **Value for money**
 - New partnerships
- **Tenant satisfaction**

Plan on a page

Priority	Goal	Goal Target	Project
Caring for our customers, our assets and neighbourhoods	Achieve an overall Net Promoter Score of 40	31/03/2021	Customer Contact Strategy
			Customer Insight Mechanisms
			Maintenance Delivery Model
			Neighbourhood Plan Model
	Maintain compliance with Decent Homes Standard	Throughout	Asset Management Strategy
	Launch the Jigsaw Foundation	31/03/2019	Jigsaw Foundation
Building a strong corporate foundation	Maintain G1 V1 ratings across the Group	Throughout	Data collection and analysis
			Governance review
	Deliver the business case for merger	31/03/2023	Disposals Policy
			Environmental Sustainability Strategy
			Influence and Partnerships Strategy
			IT Strategy
			Pensions review
			Procurement and stores review
			Tenancy Strategy
Valuing staff	Attain three star accreditation with Best Companies	31/03/2021	Communications Strategy
			Integrated management and pay structure
			People Strategy
Growing the business	Deliver current programmes of 2,100 homes	31/03/2021	Development Strategy
	Prepare to deliver an additional 130+ homes on current levels of output	31/03/2021	Financial Capacity Review
			Treasury Structures Option Appraisal
	Leverage external funding to deliver services to vulnerable groups	Throughout	Building Company Strategy
			Social Business Strategy