



CORPORATE STRATEGY 2016-21

2018 EDITION

saha

saha is a diverse specialist provider of supported housing and support services across England.

We provide a range of General Needs, Directly Managed Supported and Agency Managed Supported housing. Our principal focus is upon providing services to rough sleepers, young homeless people, young mothers, families and ex-offenders.

OUR VISION

saha will be an acknowledged provider of choice for Local Authorities providing supported housing and community solutions to homelessness in conjunction with its parent TSA, where residents are provided with opportunities to develop their potential and transform their own lives.

OUR MISSION

Transforming Lives by providing solutions to homelessness and enabling customers to develop their own potential

OUR VALUES

Our values lie at the core of our culture, and describe the way that we work, guiding our behaviours and decision making and enabling us to give the best of ourselves and to put the needs and wellbeing of the people we serve first.

Servant Leadership

saha is a Christian faith based organisation, with a participative collaborative, encouraging and supportive leadership style.

Passion

Both corporately and personally, we have a strong desire and commitment to see those labelled as 'vulnerable' in society to develop, flourish and reach their full potential.

Inclusion

We seek to provide an environment where everyone has a sense of belonging and feels respected and valued.

Respect

We believe that everyone should show respect for all, whether they are residents, colleagues or delivery partners.

Effectiveness

We are solutions focussed, and are committed to achieving our objectives and "Transforming Lives" over the longer term.

A FOCUS ON PERFORMANCE AND SOCIAL IMPACT

We are committed to improving our performance across all areas of the business. Our Key Performance Indicator (KPI) suite includes customer-facing service performance indicators *and* performance measurement across key business enabling functions, including Governance, HR and ICT. We will continue to focus on measuring, understanding and improving our performance across all areas of the business.

We have adopted the Social Housing Regulator's *Sector Scorecard* framework, to gauge our financial performance, through a range of financial metrics to demonstrate value for money, financial viability and returns on our investments. The Scorecard enables us to measure our relative financial performance against peers across the sector, complemented by narrative to outline saha's financial structure, asset portfolio and their related challenges.

saha also has an emphasis upon social return on investment. The client groups for whom we provide services range from families in general needs accommodation to people with highly complex needs. We seek to serve people that are regarded as vulnerable by society and do not have access to housing and the support services they need. The focus of saha is therefore upon people and providing services that assist in *Transforming Lives*. We will seek to translate this focus into an analysis that demonstrates a social return on our investment.

OUR STRATEGIC PRIORITIES

We will continue to focus on the following *Strategic Priorities*, enabling saha to strengthen both its social business activities and its capacity to serve customers in the long term:

1. Transforming Lives
2. Financial Viability and Good Governance
3. Digitisation
4. Organisational and Cultural Change

This Corporate Strategy sets out the key objectives for each of these priorities, which will form the basis of our annual plans.

Our evolving Target Operating Model (TOM) will help us to achieve key objectives across our strategic priorities and to realise our vision. The TOM sets out our aspirations for organisational structure, resources, skills, processes, targets and measures of success that we will pursue to deliver our vision.

1. *Transforming Lives*

Our *Transforming Lives* offer will provide opportunities for people in either general needs, sheltered or supported housing to develop their own potential and transform their lives. In schemes supported by public funding, and where we can deliver maximum impact, we will optimise our capacity to cross-subsidise support services from the proceeds of our commercial business operations.

Our key *Transforming Lives* objectives will be to:

- 1.1 Prioritise the further development and delivery of our *Transforming Lives* activities
- 1.2 Effectively evaluate the impacts and outcomes of our *Transforming Lives* activities
- 1.3 Capture and learn from *Transforming Lives* Case studies across the business,

2. *Financial Viability & Good Governance*

Our vision is to be a long term thriving social business. However, prevailing economic and political challenges pose a number of risks which, if unmanaged, would jeopardise our ongoing financial viability.

Maintaining a financially viable organisation requires a robust financial business model, incorporating resilience to economic downturns and government policy changes. This requires a reduced reliance on public revenue funding and a greater focus on surplus-generating activities, some of which will be more commercial in nature, in order to cross-subsidise our core mission and purpose. Our acquisition of another housing association in 2017, with a commercial portfolio, including student accommodation, coupled with our existing portfolio (where 30% of our properties are general needs family accommodation) enables us to enjoy a balance in terms of the sources of our income streams - and therefore continue to provide supported housing for those in need.

Good governance, risk management and compliance underpins the long term success of the organisation. In all cases we will ensure adherence to the regulatory standards. An effective Board, demonstrating effective systems of governance, co-regulation and regulatory compliance, is a vital part of this strategic priority.

Our key *Financial Viability and Good Governance* objectives will be to focus on:

- 2.1 Seeking greater efficiencies and maximising social return on investment (SROI), value for money, income maximisation and future returns on our assets.
- 2.2 Reviewing all services to assess whether they are surplus generating or financially neutral, and to identify key schemes which may, in exceptional circumstances, be supported by cross subsidy.

2.3 Reviewing all commercial operations, to ensure the retention of only those that achieve a positive income stream to help counter cyclical impacts when economic conditions change; and to support our core social business and mission.

2.4 Continuing to develop new homes and schemes based upon our *Supported Housing* and *Development* Strategies approved by the Board, which directs resources to achieve our mission.

2.5 Maintain effective governance arrangements to enhance our efficiency and effectiveness

3. Digitisation

The level of individual contact with some saha customers will continue to increase, as we seek to *Transform Lives*. The Government is moving towards a digital by default approach to transactional services across the public sector, including the administration of Universal Credit. Digitisation of public services is global in nature, presenting a compelling argument for saha and its customers to embrace the opportunities presented by digitalisation. This includes the delivery of enhanced social value for residents, through freeing up staff time to engage on practical *transforming lives* work, alongside organisational efficiencies associated with reduced transaction costs.

We will therefore utilise digital technology to intelligently design digital services that are easy and intuitive for customers to use and accessible from anywhere, anytime. This will allow us to deliver an improved customer experience, whilst reducing the transactional costs of service delivery.

Our key **Digitisation** objectives will be to:

3.1 Build a digital infrastructure, including a Customer Relationship Management (CRM) online solution, to enhance our relationship with customers by making it simple to communicate digitally by choice.

3.2 Seek opportunities to enhance customers' Internet access and provide support, where required, to maximise their digital inclusion.

3.3 Review and re-engineer core business processes, ensuring that they are lean and agile, to support our digital services

3.4 Migrate towards digitising core general housing management services, ensuring that, where customers are unable to engage digitally, we retain alternative communication channels.

4. Organisational and Cultural Change

saha provides services to a variety of client groups, across a wide geographic area of operation. To ensure long term viability and optimisation of the use of resources to deliver positive outcomes, saha's Board has agreed a strategic focus on defined core groups of clients, across core geographical areas. The core group of clients includes rough sleepers, young single homeless people, families, young mothers and ex-offenders. This provides clarity and focus in evaluating both the existing portfolio and future opportunities.

Cultural Change

It is important that saha's approach to *Transforming Lives* is understood and actively implemented by staff across the business. We will ensure that our staff culture and behaviours are closely aligned with our values, and that the way in which we provide accommodation and services enables residents to create their own path to independence, and to realise their full potential.

Property Portfolio

We aim to provide high quality, energy-efficient housing that meets the current and future needs of our residents, at a cost that is sustainable for both customers and saha. This approach seeks to maximise the value and positive impact of investment in our assets.

We will continue to strategically appraise our property assets, and will only invest in assets with a long term future, as these underpin the financial viability of our organisation. Where our homes do not meet residents' needs, or where it would be inefficient to continue to invest, we will strategically appraise our options to achieve best value, including stock rationalisation and disposal.

Our key **Organisational and Cultural Change** objectives will be to:

- 4.1 Ensure that the way we operate reflects saha values
- 4.2 Ensure that our operational structure is fit for purpose
- 4.3 Train and support all saha staff through the cultural change process.
- 4.4 Optimise our Learning and Development budget and outcomes to support saha's culture
- 4.5 Increase the supply of accommodation available by maximising the development of affordable high quality new homes across our geographical footprint.
- 4.6 Design developments to include community facilities and support infrastructure, to deliver wider *Transforming Lives* outcomes through assisting residents to sustain tenancies and build supportive communities.
- 4.7 Maintain all our assets to a high standard, providing high quality accommodation for customers and protecting and enhancing the value of our assets.

- 4.8 Comprehensively review and adapt our service delivery model, and allocations policies across the saha portfolio, to maximise financial efficiency, long term viability and the delivery of our targeted balanced customer profile.
- 4.9 Carry out a strategic options appraisal and exit strategies for each saha Lifehouse service.
- 4.10 Review and redesign our Foyer services, to maintain viability and reducing dependence on public funding.