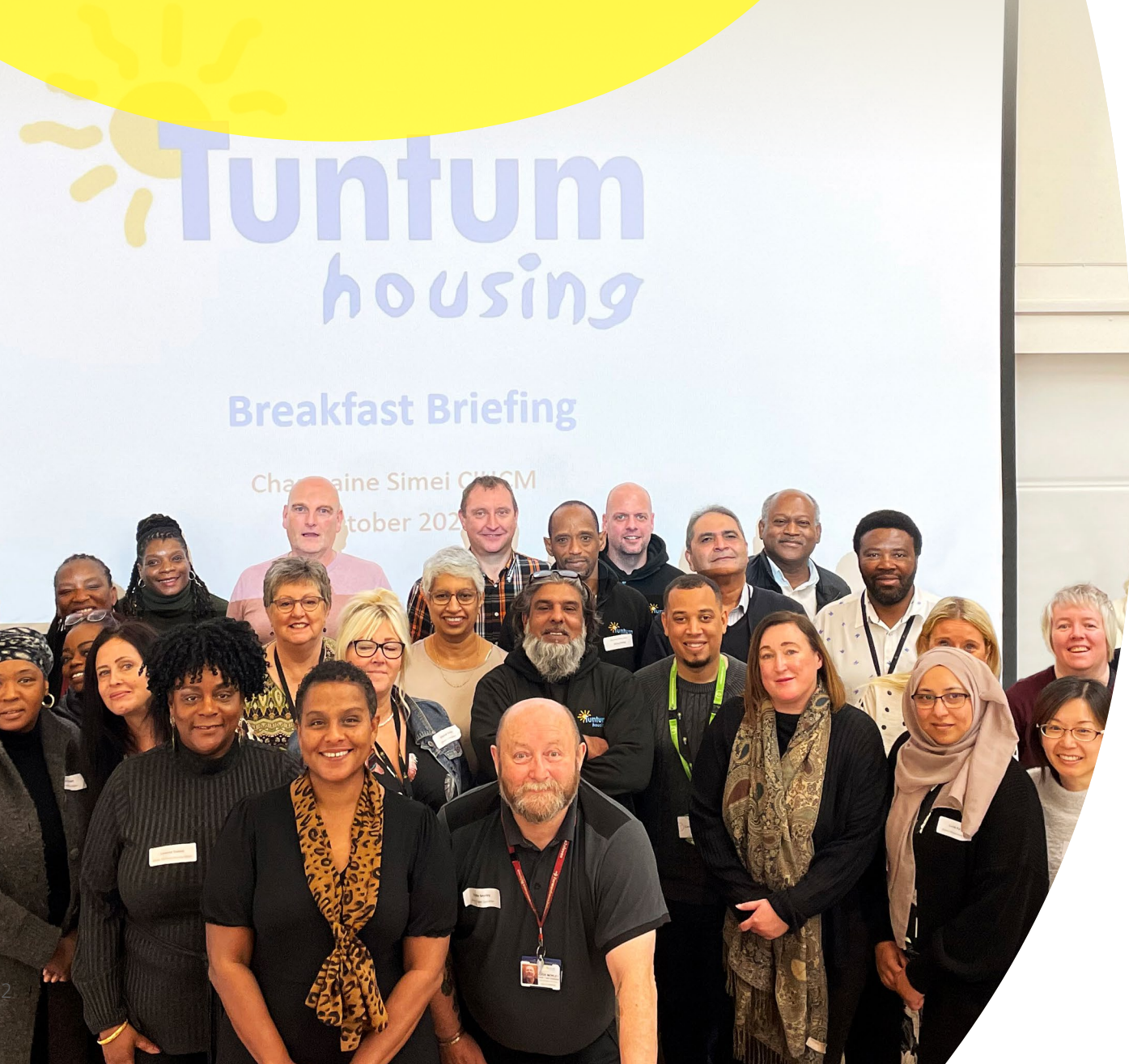




Corporate
Strategy
2024-27

Contents

Foreword from the Chief Executive	3
Who we are	4
Our Customers	6
Our Vision, Values and Strategic Priorities	10
Priority 1: Our Customers	12
Priority 2: Our People and Culture	14
Priority 3: Our Homes	16
Priority 4: Our Data and Digital Infrastructure	18
Priority 5: Our Communities	20
Priority 6: Our Financial Viability and Governance	22



Foreword from the Chief Executive

2023 was an important year for Tuntum; having celebrated our 35-year anniversary and waving a fond farewell to Richard Renwick MBE, who diligently served as a CEO to the organisation for 29 of those years.

This Corporate Strategy then heralds a new chapter in Tuntum’s story, a chapter that we are proud to say has been informed by many voices, and has given me a unique opportunity as a new CEO to listen, learn, engage and build. I would indeed like to take this opportunity to thank our Board, involved customers, staff and stakeholders for their sterling contributions over the last few months.

The name ‘Tuntum’ comes from the West African Ashanti language and although not a literal translation, the word symbolises *people working together*. I like to think that our *Building Brighter Futures strategy* is a perfect example of this in action.

We have been keen to build on the Associations legacy, and to co-create a refreshed direction which will strengthen our resolve amidst a challenging regulatory, economic, and operational climate.

Tuntum continues to understand the pressing need for safe and affordable housing alongside the provision of accessible support services, delivered in a culturally sensitive and inclusive way. As such we remain committed to ensuring all our customers can enjoy a sense of belonging and a place they can call home.

We hope the hallmark of our work is not only then to provide great homes, but also the demonstration of the tangible support and maintenance of vibrant, cosmopolitan communities enriched by diversity; in terms of the services we provide, how we deliver those services and reflected in our workforce.

From the provision of general needs homes, sheltered housing, specialist and outreach services; the scope of our services has fostered a unique understanding of a wide range of experiences from homelessness, to the plight of refugees through to the wider impact of racial inequity.

Finally, we remain keen to work closely with our local authority and community partners to play our part in supporting the local communities with our skills and expertise as a community based landlord.

Charmaine
Charmaine Simeï CIHCM
CEO



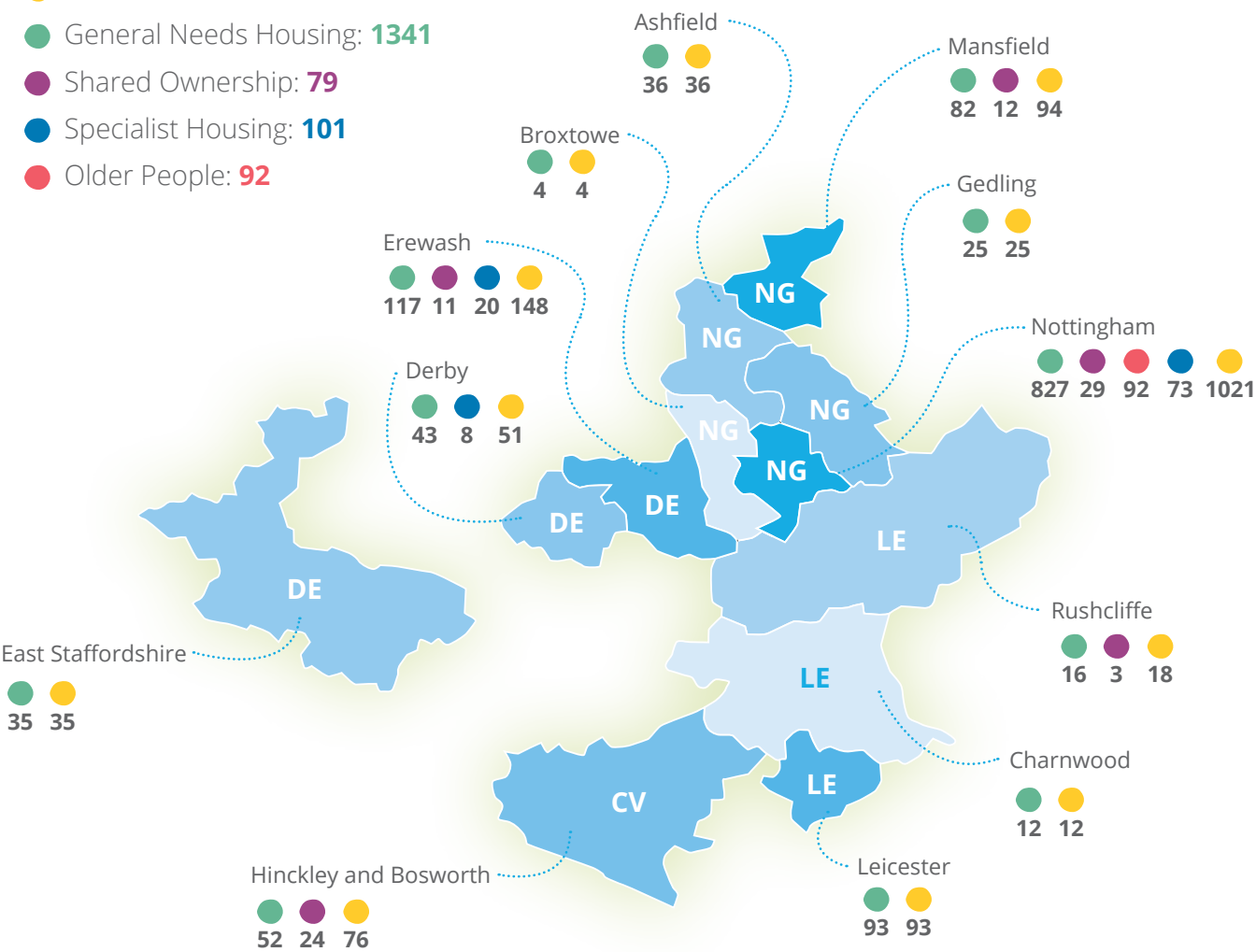
Who we are

Tuntum Housing Association is Black and Minority Ethnic (BME) led and was established in 1988. We manage over 1600 properties and provide homes for over 3000 people in 12 local authority areas in the East Midlands. The vast majority of our properties are located in Nottingham.

We are committed to providing quality homes and services to the communities we serve.

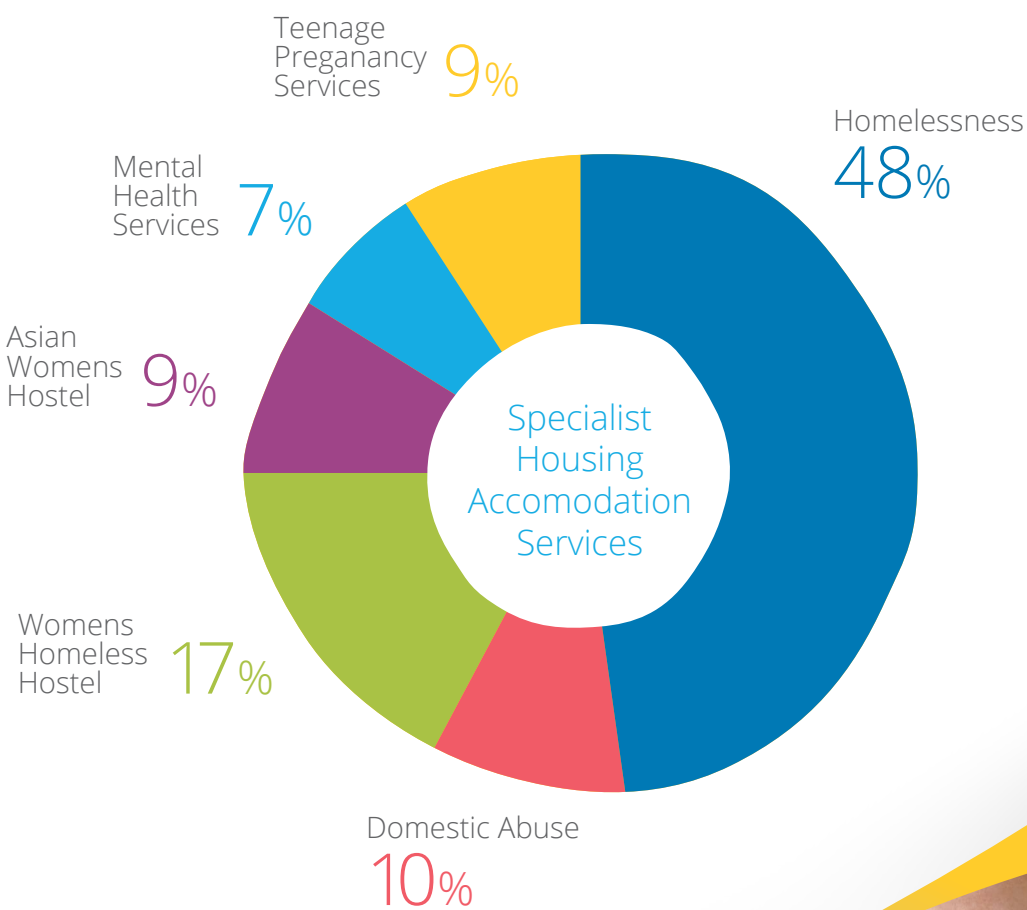
Our Locations

- Total Stock: 1613
- General Needs Housing: 1341
- Shared Ownership: 79
- Specialist Housing: 101
- Older People: 92



Our Homes

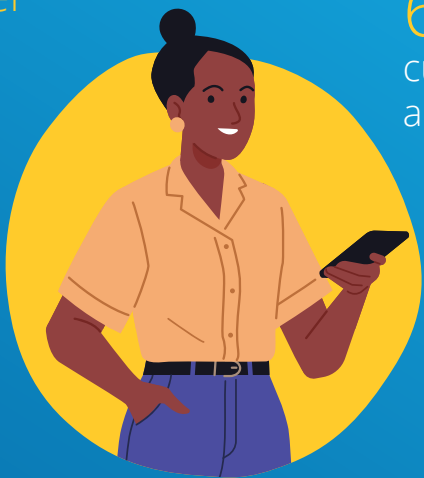
The majority of our homes are general needs and older persons accommodation. In addition to this we have a nearly 80 Shared Ownership homes and a diverse portfolio of specialist housing accommodation. In total we have around 100 specialist housing bed spaces. These services are funded and delivered in a variety of ways including directly funded and delivered by Tuntum Housing and/or funded through the local authority and/or the health authority with care and support services delivered through 3rd party specialist organisations.



Our Customers

A key aspiration of this strategy is to improve the data we hold on our customers to ensure that we can provide better targeted services.

Gender



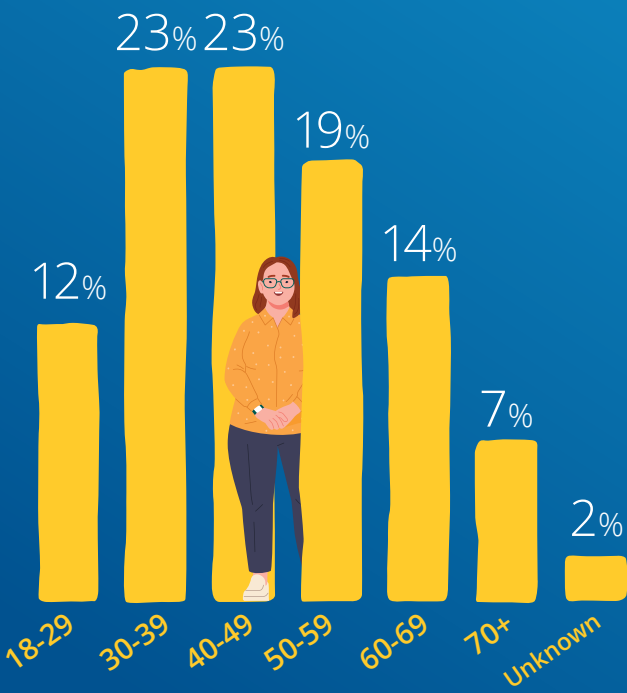
63% of our customers are female



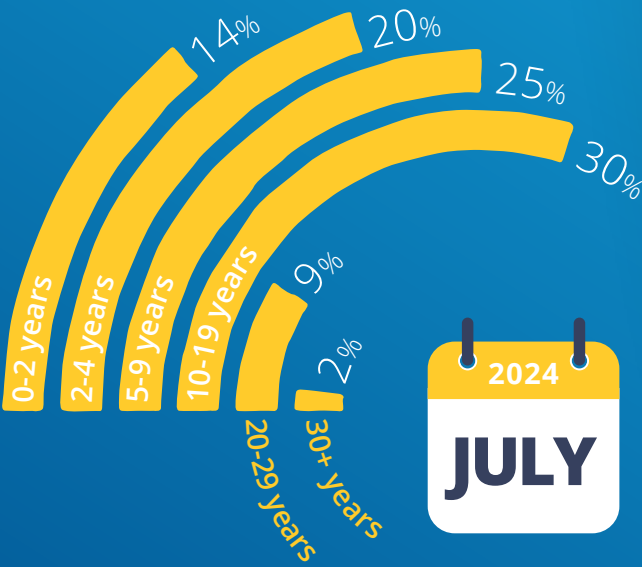
33% are male

4% are not known at the time of writing.

Age Bandings of Customers



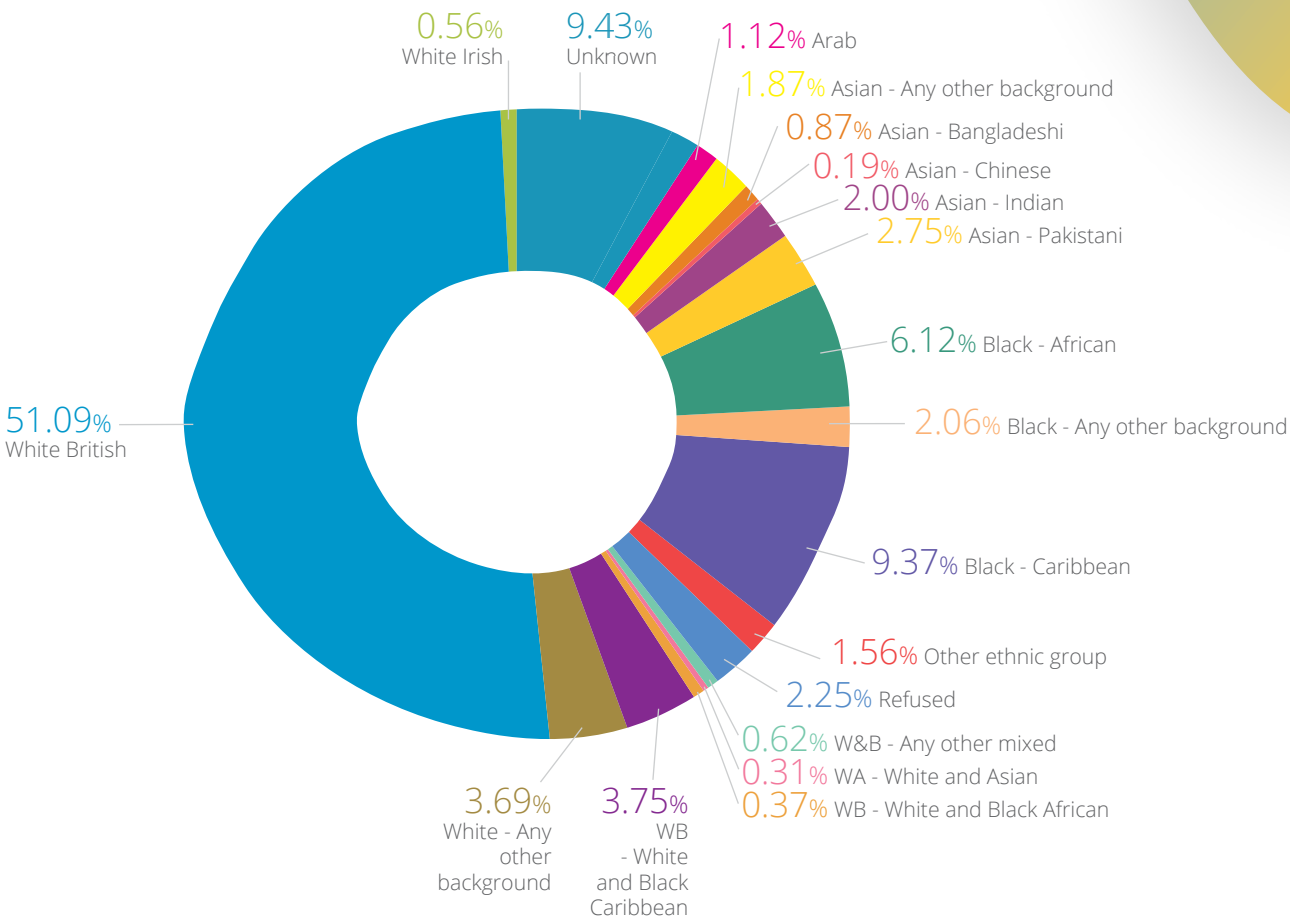
Length of Customer Tenure



Ethnic origin

45% of our customers come from Black Asian and/or Minority Ethnic backgrounds, with over 50% coming from a White British background. This contrasts slightly from the wider Nottingham Community which details over 65% of the wider Nottingham community identifying as White British as recorded at the last census in 2021.

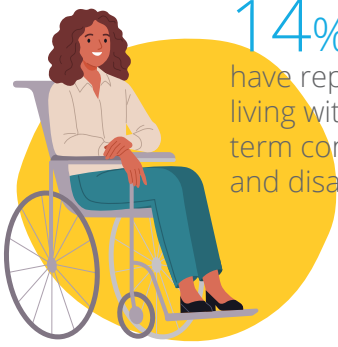
We feel that this reflects the client groups represented in some of our specialist services and our older persons schemes which originally catered for older persons from a Caribbean background.



Other information



22% of residents are in full or part time work



14% have reported living with long term condition/s and disabilities



Diverse and Inclusive workforce

Whilst we recognise that we have more work to do in this area, at Tuntum we pride ourselves on our diverse and inclusive workforce with over 60% of staff identifying as from a Black, Asian or Minority ethnic background and 65% of our staff team identifying as female and 35% as male.

We recognise that we have an ageing workforce with 37% of staff falling into the 54 years + age bracket and we will be working throughout the lifecycle of this strategy to improve our succession planning and work to create attractive and engaging pathways into housing for the next generation of professionals.



We support communities

We are proud to also deliver a number of community initiatives in partnership with our local authority partners and community based interest groups and charities which add value to the lives of our customers and the communities in which we operate. These have included supporting the Nottingham Carnival, delivering Refugee Futures outreach services and our staff-delivered 'Social Value' days.

We are well-governed

We are governed by a Board of up to 12 individuals, who have a wide range of skills and experience. You can find out more about each of our Board Member's on our website.



Our Vision

To be a dynamic, community-based housing association, passionate about building brighter futures and empowering people in sustainable multi-cultural neighbourhoods.



Our Values

Trustworthy

We keep our promises and operate with respect and integrity.

Understanding

We listen to our customers; understanding their needs, and the homes they live in, and will use this insight to continuously improve our services.

Nimble

Being small and community-based means that we have the ability to respond quickly and creatively.

Transparent

We operate with openness, honesty and humility.

Unifying

As a BME led organisation, we exist to support and champion the multicultural and diverse needs of the communities we serve and foster inclusivity.

Motivated

Tuntum Housing attracts and retains a staff team and Board who are eager to serve our customers and deliver against the organisation's proud history.



Our Strategic Priorities



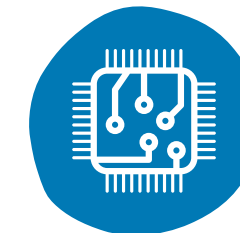
Our Customers



Our People and Culture



Our Homes



Our Data and Digital Infrastructure



Our Communities



Our Financial Viability and Governance

Priority 1: Our Customers



Our Objectives

- To provide excellent customer-centric services, which are informed by insight.
- To actively engage with our customers; ensuring that the customer voice is heard, understood and acted upon across all key decision-making forums.
- To continually improve our customer satisfaction levels and enhance the overall customer experience



How will we do this?

- We will establish a new, centralised Customer Services Team to ensure a seamless efficient experience for the customer when contacting our offices either, by phone, in person or via our portal and email.
- Refresh our communications strategy with a particular emphasis on improving our communications with residents.
- We will develop our self-service platforms to ensure that our customers can contact us and transact with us in a way that suits their lifestyle.
- In consultation with our involved customers we will develop and launch an in house VIP (Values in Practice) Customer Service training package for all our staff and key contractors.
- Through engagement and scrutiny, we will be relaunching our Customer Engagement Model to ensure that we provide a broader, modern engagement framework that enables customers to contribute in a way that suits their lifestyle and ensures a diversity of experience is reflected.
- We will undertake a "Knowing our Customers" initiative to ensure that our data is up-to-date, that we are providing our customers with the right level of service and to ensure that we are putting a face to the Tuntum name.
- We will review our specialist housing services to ensure that they provide maximum value and benefit to our service users and the local authority: including homelessness prevention, mental health support, refugee outreach and women's services.
- We will provide our Customer Experience Committee with assurance that we are able to identify equality gaps in customer experience and demonstrate how we plan to improve on any gaps found.
- We will provide our Customer Experience Committee with assurance that we have listened to the customer voice, and made improvements as a consequence.



Our Measures of Success will include:

- **Improved Tenant Satisfaction Measure results year-on-year** with stretching targets to ensure continuous improvement is demonstrable.
- **Improved transactional survey customer experience results** with stretching targets to ensure continuous improvement is demonstrable.
- **Demonstrable improvements on call handling performance** showing continuous improvement.
- **Full compliance** with the Housing Ombudsman Complaint Handling code.
- **To produce** a customer-led annual scrutiny report.
- **To improve data collection** on customer profiles and household data to show year on year continuous improvement.

Priority 2:

Our People and Culture



Our Objectives

- To foster a supportive and inclusive work culture that values and develops employees.
- Provide training and development opportunities to empower our staff, enabling them to deliver excellent services with professionalism and integrity.
- Enhance employee engagement, recognising their contributions and promote a healthy work-life balance.



How will we do this?

- We will revise our People Strategy to ensure that it promotes and drives the modern, diverse and inclusive workforce we wish to sustain.
- We will launch our staff intranet to ensure our staff feel connected and engaged.
- We will relaunch our Performance Management Framework to ensure that will set and drive the highest standards of performance.
- We will develop an internal leadership and management training programme to, ensure consistency of culture across the whole of Tuntum.
- We will implement our new Behavioural Framework to support our practice and demonstrate how we chose to hold one another to account.
- We will undertake annual staff pulse surveys and hold full staff briefings 3 times a year.
- Each member of staff will undertake a skills assessment annually to ensure they have the training required to provide first-class customer service.
- We will continue to encourage our staff to utilise their social value days to volunteer for good causes in the wider community.
- We will develop a Building Brighter Futures Staff Consultative Forum' which will ensure that Tuntum remains an engaging and rewarding working environment and inform our approach to wellbeing.
- We will launch a new Brighter Futures staff recognition scheme.
- We will comply with the requirements of the forthcoming Competency and Code standard.
- We will work with industry partners to develop a Building Brighter Futures pathway into Housing.



Our Measures of Success will include:

- **Improved customer satisfaction** both in terms of transactional and perception surveys.
- **Improved Staff Pulse Survey satisfaction results**, with demonstrable continuous improvement.
- **100% of staff completing** Personal Development Reviews (PDRs) and annual skills assessment audits.
- **100% of staff completing** mandatory training.
- **Successful delivery** of divisional targets to ensure delivery of this Corporate Plan.
- **Continuous improvement** against our People and Culture Key Performance Indicators.

Priority 3: Our Homes



Our Objectives

- To maintain decency and improve the quality of our housing stock, ensuring safe, sustainable and energy efficient homes for our customers.
- Deliver a repairs and maintenance service that meet or exceeds customer expectations.
- Work with our local authority and development partners to deliver new housing to a high standard of design, in places where people want to live.

How will we do this?

- Ensure our Asset Management Plan proactively addresses maintenance, repairs and planned works using a risk-based approach.
- Work with our customers to develop and agree a set of standards for our repairs and maintenance service.
- We will develop a revised stock condition survey programme which aligns with the age, use and characteristics of the asset.
- We will implement the findings of our Value-for-Money in Repairs and Maintenance review.
- We will demonstrate ongoing value-for-money in our procurement decisions.
- We will ensure robust contract management, where customer experience has a clear influence in ongoing service improvement.
- We will produce a clear insight-led, planned programme to ensure that our existing homes meet the Decent Homes Standard and remain, safe, warm, and well-maintained.
- We will use our reactive repairs data to help influence our planned programme, so that our customers do not have to have multiple visits for similar problems.
- We will ensure that our repairs and maintenance services acknowledge and respond to the needs of our vulnerable customers.
- Work proactively and in an energy efficient manner on a programme of replacing heating systems when we know we are no longer able to obtain parts for them.
- We will ensure that our planned maintenance programme is communicated effectively to our customers.
- Where possible, use more energy efficient systems to help our customers save money.
- Ensure full compliance with all Health and Safety measures and regulatory obligations.
- We will maximise external funding such as future waves of Social Housing Decarbonisation Fund (SHDF).

Our Measures of Success will include:

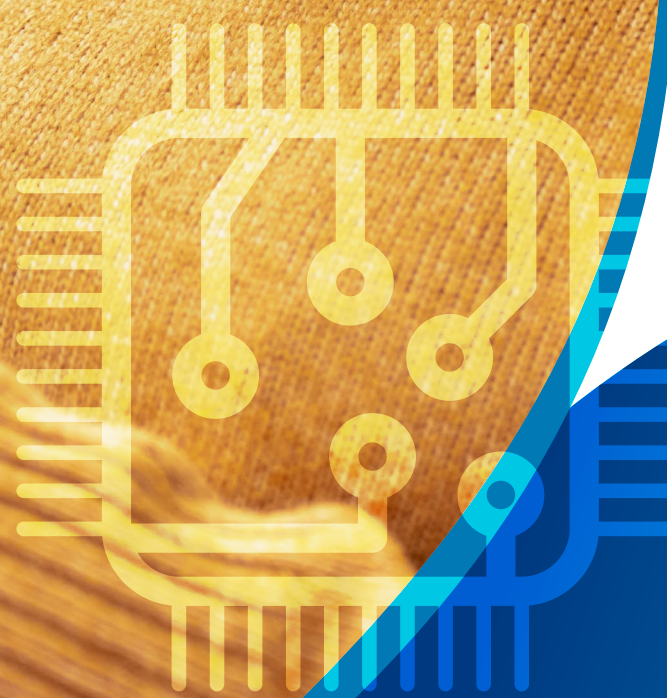
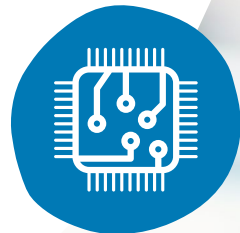
- **Improved customer satisfaction** both in terms of transactional and perception surveys.
- **Exceed all targets** set with continuous improvement demonstrable year on year.
- **Demonstrate** how customer experience has made a difference to policy or practice in the annual customer report.
- **Demonstrate** value-for-money measures achieved in terms of productivity, procurement and costs in the annual customer report.
- **Deliver** our annual planned maintenance programme.
- **Deliver** against our new housing development targets.
- **No homes which fail** the decent homes standard.
- **Compliance with** health and safety standards.
- **Increase in** number of homes that are Energy Performance Certificate (EPC) band C or higher.

Priority 4:

Our Data and Digital Infrastructure

Our Objectives

- Invest in a robust and secure integrated data and digital infrastructure to enable efficient operations and improved customer services.
- Leverage technology to provide self-service options for our customers in a way that suits their lifestyle.
- Implement data-driven decision making to improve operational efficiency and resource allocation.



How will we do this?

- Develop and implement a Data Management Strategy.
- Improve data literacy across the organisation.
- Get the basics right - improve our data quality and integrity and agree data standards.
- Review and rationalise our IT systems.
- Bring together our data on assets and customers across multiple systems.
- Improve our data ownership, confidence and culture.
- Make smart decisions through our data insights to inform service delivery and improve customer experience.
- Boost our efficiency through the use of our systems and processes to ensure that we are getting maximum use from our digital platforms and operating systems.
- Boost customer transactions on digital channels.
- Effectively manage the risk with regards to cyber security and Data protection.

Our Measures of Success will include:

- **Delivery** of the Data Management Strategic Plan.
- **Increased staff satisfaction** with systems and processing.
- **Improved call handling** performance.
- **Improved %** of digital transactions.
- **Improved customer insight** reporting.

Priority 5:

Our Communities



Our Objectives

- Be an active and responsible community partner, collaborating with local authorities and community organisations to enhance the wellbeing and social-value creation.
- To use our experience as a BME-led organisation to promote the voice of BME social housing customers and promote the delivery of culturally sensitive services and the voice of BME staff and diversity in the sector.
- Continue to support the alleviation of homelessness through the development of new housing and specialist housing services.



How will we do this?

- Work with our local authority and community partners through a variety of forums to ensure that neighbourhood issues are identified and addressed promptly.
- Continue to support the local economy and community initiatives through our supply chain.
- To contribute towards key research articles and debates that promote the voice of BME social housing residents and staff.
- Continue to work with BME National on the delivery of their Corporate Plan.
- Working with our local authority partners to support the development of our specialist housing services.
- Continue to support community initiatives in line with our strategic objectives.
- Implement a number of financial resilience tools and initiatives to support our customer's matters of affordability.
- To utilise our expertise in working with the homeless, refugees and those suffering with mental health concerns to enhance our service to general needs customers.
- Continue to enhance our Environmental, Social and Governance (ESG) performance.



Our Measures of Success will include:

- Publish our first Sustainability Report for Housing.
- Demonstrating the positive outcomes from our specialist housing services on health and wellbeing and economic resilience.
- Demonstrating positive outcomes for general needs customers with regards to health and wellbeing and economic resilience outcomes.
- The number of staff volunteers donating hours/time to community initiatives.

Priority 6:

Our Financial Viability and Governance



Our Objectives

- To maintain a culture of good governance, demonstrating 100% compliance against all regulatory and statutory requirements.
- Demonstrate a safety-first culture, maintaining high standards of Health and Safety.
- Drive financial resilience, performance and efficiency to create value for money for our customers.

How will we do this?

- Implement the recommendations from our recent Board Effectiveness Review.
- Maintain a robust performance management framework.
- Maintain a robust Governance Dashboard.
- Ensure our Board recruitment remains representative of the communities we serve and continues to take a proactive approach to skills development.
- Promote accessible financial inclusion support pathways for our customers to prevent arrears.
- Deliver against the objectives of our Value-for-Money Strategy and Action Plan.
- Set and achieve stretching performance targets, showing year-on-year improvements.
- Produce a fleet of value-for-money targets for each division to ensure that we can increase value-for-money and improve productivity and effectiveness by streamlining processes and eliminating wasteful activities.
- We will produce an annual self-assessment evidencing compliance against Regulatory Standards and NHF Code of Governance.
- Develop a Business Development Strategy.
- Continue to Identify, discuss and manage risk as part of our culture.
- Demonstrate and celebrate a growth mindset - own our mistakes, learn from them and move forward.
- See the customer in everything we do.

Our Measures of Success will include:

- To achieve G1, V2, C1 status.
- 100% compliance with Health and Safety regulations.
- Full compliance with the National Housing Federation Code of Governance.
- To be recognised as an exemplar.





Corporate Strategy

2024-27



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