

gentoo

Great homes
Strong communities
Inspired people
for Sunderland

**Five Year
Corporate
Strategy
Up to**

2025

Introduction

We're a housing association with a clear social purpose that provides more than 60,000 people in Sunderland with a place they can call home. We believe everyone has the right to live in a good quality home they can afford and as part of our commitment to deliver on this, we invest millions of pounds every year in keeping our existing homes safe and secure.

Our continuous investment in our existing housing stock sits alongside an important pledge to address the housing shortage of affordable homes in Sunderland by building a minimum of 900 new homes for rent over the next five years. Beyond the bricks and mortar, we also support our tenants, residents and communities by investing in services that help people live their best possible lives.

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This Corporate Strategy aims to demonstrate the Group's clear direction of travel up to 2025 and bring to life the ambitious targets we have set ourselves, in order to drive forward further positive change that will help to meet the housing needs of both today's society and the next generation of tenants.



About us

Our tenants are at the heart of everything we do. They set the direction of our business and ensure we create social value by improving the lives of our tenants.

Our vision

**Great Homes
Strong Communities
Inspired People
For Sunderland**

Our values

**Do the right thing
Give all you've got
Keep learning
Make a difference
Work together**

Our corporate strategy

Our business strategy centres around five strategic aims and our five Ps:

Place

Provide homes and services that enable our customers and communities to succeed

People

Invest in people and communities to help realise opportunities and release potential

Perform

**Be well governed and financially resilient, operating efficiently and responsibly,
investing wisely to fulfil our social purpose**

Partner

Work with others to influence and generate sustainable change

Pride

Harness the collective passion and energy of our people to support the city



Principles & behaviours for success

Ensuring the successful delivery of our strategy means we must operate around a clear set of organisational principles and behaviours, built on a “One Gentoo” approach that brings our values to life and delivers our vision. These are:

- Tenants and customers are at the heart of business decision making
- Ensure we are a socially responsible business
- Value for money in all our services
- Make a positive difference everyday
- Create, innovate and inspire
- Work together collaboratively
- Positively embrace diversity



Place

We believe that everyone deserves to live in a good quality, safe and secure home they can afford, in a community they can be proud of.

Our aim is to provide homes and services that enable our customers and communities to succeed. To deliver on this, we will:

- Invest significantly in repairs and upgrades to our properties
- Ensure our homes are safe and secure
- Develop for rent and sale, quality homes that are affordable and that people aspire to live in
- Improve our communities, and their environment, through investment in local priorities

We will continue to tackle the housing shortage and affordable homes imbalance in Sunderland. We will do this through an intelligence-led approach to investing in repairs and upgrades to our existing housing stock, maximising the investments in our assets.

This includes exploring new and pioneering technologies to modernise our properties, improve energy efficiency and tackle fuel poverty.

Alongside this, we have launched a new and ambitious Affordable Homes Plan, which will bring at least 900 new modern homes to the city by 2024, through a combination of affordable rent and shared ownership.

We will ensure we play our part in helping Sunderland and the UK in reaching their zero carbon targets by delivering new homes that have a low energy demand and are highly efficient.

We'll continue to support the Government's housing strategy and meet the needs of local people who wish to get their foot on the property ladder, through the sale of new homes built by Gentoo Homes, our HBF five-star commercial housebuilder.



Place

£1.1 billion assets



Improve the Group's existing housing stock by delivering a five-year Investment Plan, ensuring we shape environments that meet local priorities

Safe and secure homes

Continue to deliver the Group's landlord compliance objectives and meet all requirements of the wider health and safety agenda



Fuel poverty



Achieve Energy Efficiency Performance rating of C for all of our stock

900 new homes



Develop and deliver the Group's programme for the provision of affordable homes

Aspirational homes to buy

Generate an average surplus of £1.9m annually from the sale of high-quality new homes by Gentoo Homes, our HBF five-star commercial housebuilder



Zero carbon

Play our part in helping to meet zero carbon targets by investing in innovative low carbon technologies and energy efficient homes



People

We believe that by putting people at the heart of all that we do we can build great homes and create strong communities.

Our aim is to invest in people and communities to help realise opportunities and release potential. To deliver on this we will:

- Always provide a great service to our tenants and communities
- Help our tenants and communities to become more resilient and support independent living through a range of support services
- Be an inclusive employer of choice in Sunderland by offering a range of recruitment opportunities, including apprenticeships, and by investing in and developing our colleagues to achieve their potential

Our tenants and residents are at the heart of what we do and the role of our colleagues is central to ensuring we deliver a service that meets their needs and keeps them safe.

We value the contributions of our colleagues in both driving our success and helping us to achieve our long-term ambitions as part of this strategy. We will continue to deliver an empowering and creative working environment that values equality and diversity, supports innovative thinking and encourages professional development, through a positive culture that upholds the highest professional standards.

We're proud of our approach to learning and will ensure we always provide the best training and development opportunities for all colleagues, creating learning opportunities that allow both new and existing colleagues the opportunity to achieve their potential and fulfil their career aspirations. It's our commitment to our people that has allowed us to achieve Investors in People Gold standard. By continuing to invest in our workforce and driving forward a positive One Gentoo culture, we can achieve the Investors in People Platinum standard.

We believe by making this strong commitment to people, we will ensure the successful delivery of services that our tenants and residents are satisfied with, and strive to be an employer of choice in Sunderland, providing a generous and rewarding offer that allows us to attract and retain the best talent.

People

Fulfilled tenants



Ensure our tenants are happy with the service we provide

Investors in people Platinum



Continue to work to deliver the transformation to a One Gentoo culture, to be measured by our progress towards achieving IIP Platinum status

Positive transformation

Further embed a culture of ownership and accountability amongst our colleagues



Values driven

Have a workforce that is totally committed to the values and the work that we do



Employer of choice

Continue to be one of the leading employers in Sunderland

Reward and recognition

Provide a generous offer that attracts and retains talent





Perform

We believe that in order to achieve our goals, we must operate as a compliant, efficient and effective social housing provider.

Our aim is to be well governed and financially resilient, operating efficiently and responsibly, and investing wisely to fulfil our social purpose. To deliver on this we will:

- Always listen and respond to the voice of our tenants and communities
- Through digital technology seek to improve our tenants' and communities' experience of our services
- Demonstrate how our services deliver value for money
- Continue to ensure our corporate and governance structure is compliant and maintains high standards of governance

To deliver on this, we will ensure our tenants are at the heart of everything we do and every decision we make - their voice is extremely important to us. That's why we are transforming our approach to tenant engagement and satisfaction, ensuring tenants are well positioned in our governance structure to influence the way in which we deliver our services. We will continue to make good progress in transforming our organisation digitally, ensuring we invest in technology that allows us to put digital services at the forefront of our offer.

We recognise that the demographic of our tenants continues to change and we will drive forward the transformation of our digital service offer to meet their needs. This includes building on the success of our existing self-service portal, My Gentoo, which allows tenants to manage their rent accounts and report repairs online. We also recognise the important role technology has to play in facilitating accurate data management and we will continue to ensure high levels of information integrity, allowing us to take an intelligence-led approach to property investment that drives the maximum value for the organisation.

Value for money is central to the future success of the organisation and critical to ensuring we deliver an efficient service to our tenants. We will continue to develop our capacity to invest in new and existing homes to meet the housing needs of local people.

Perform

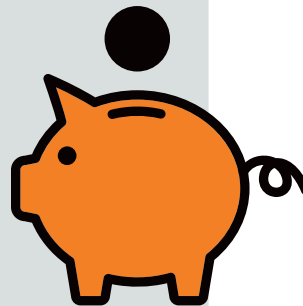
Extremely well governed

Achieve and maintain a G1 regulatory governance rating and strengthen our V2 rating



Investment capacity

Maximise the Group's investment capacity by successfully delivering the next phase of the Group's financing strategy



Tenant voice

Demonstrate the embedding of the Tenant Voice in the Group's governance and decision making structures





Drive value for money

Deliver the Group's strategic and operational value for money objectives, ensuring external benchmarking

Deliver positive progress against the seven regulatory VFM metrics

Digitally transform

Continue to enhance our digital offer to our tenants and communities



Accurate data

Maintain high standards of data integrity and control



Partner

We believe that by working with others we can achieve far more than we can on our own, for the good of our tenants, communities and the city.

Our aim is to work with others to influence and generate sustainable change. To deliver on this we will:

- Develop Sunderland into a vibrant, healthy and dynamic city through effective partnerships with Sunderland City Council and other local anchor institutions
- Working alongside organisations such as Northumbria Police, local schools, community groups and businesses to improve the safety of our neighbourhoods and wellbeing of our tenants and communities
- Collaborate with key partners and other housing associations to influence matters that affect our tenants, communities, colleagues and society locally, regionally and nationally

We recognise the key role we play and the positive impact we have as a key anchor institution in Sunderland. Our aim is to work collaboratively alongside key partners to really make a difference to the lives of tenants and residents in the city, supporting Sunderland's transformation into a dynamic, vibrant and healthy city.

We will continue to play an important part in supporting the city to address the affordable housing shortage in Sunderland and contribute to the 13,000 new homes that the city council has identified is needed to be built by 2033. We will also support the city in achieving its Smart City vision through the rollout of 5G technology and infrastructure.

The safety and wellbeing of our tenants and residents is a key priority and alongside Northumbria Police and tenant and resident associations, we will continue to improve the safety of our neighbourhoods.

Partner

City partners

We will collaborate for the greater good of Sunderland



13,000+ new homes needed in Sunderland by 2033



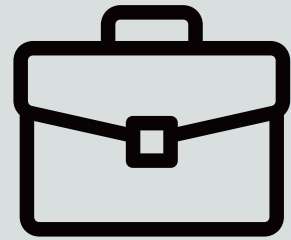
We will support the city in achieving this target



Digital inclusion

We will support Sunderland's Smart City vision and the rollout of 5G connectivity to ensure our tenants are digitally included

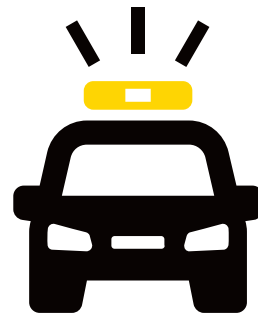
Career aspirations



We will work together with the education sector to build the career aspirations of local people

Protect our neighbourhoods

We will work with Northumbria Police and the local health service to protect our neighbourhoods



Positive change nationally

We will work with regional and national sector partners to influence positive change





Pride

We believe that Sunderland is an outstanding city. It is our heart, our homeland, and somewhere we will always be proud to shout about and give something back to.

Our aim is to harness the collective passion and energy of our people to support the city's plan. To deliver on this we will:

- Remember our roots in all that we do
- Celebrate the history and heritage of our city
- Be an excellent provider of housing in Sunderland, demonstrating the quality of our service
- Actively work to reduce our carbon footprint in line with Sunderland City Council's ambition for the city to be carbon neutral by 2040

We're proud of the role we play in making Sunderland a great place and will continue to work hard to enhance the city's reputation alongside that of our own.

Our aim is to harness the collective passion and energy of our people to support the city's ongoing transformation. We know our tenants and colleagues share our pride in where we live and work – this is a key trait of local people in Sunderland.

By continuing with our social investment and working closely with key voluntary and community groups, we aim to reinforce our commitment to pride in the city.

Whether this is through history and heritage, our culture, how we talk, what we eat or how well our garden is kept, being proud of where we live and work will be key to ensuring both Gentoo and Sunderland continue to improve and transform.



Pride

Nature and beauty



We are proud to live and work in such a beautiful part of the world



Heart

We are the heart of the city and
Sunderland is our homeland

Reputation

We will always work to enhance the
reputation of Gentoo and the city





Passion

**We will harness the passion
and energy of our people**



Culture

**We will champion and support the
city's cultural activity**

Measuring success

Place:

Provide homes and services that enable our customers and communities to succeed

Objective	Measure	2020/21	2021/22	2022/23	2023/24	2024/25
Improve the Group's existing housing stock by delivering the five year Investment Plan, ensuring we shape environments that meet local priorities.	Tenants' satisfaction with property maintenance	86%	86%	88%	88%	90%
	Stock Condition Survey Programme (%)	30%	50%	70%	90%	100%
	Investment Programme delivery (on time delivery and financials) (%)	100%	100%	100%	100%	100%
	SAP Rating	D	D	D	D	C
Develop and deliver the Group's programme for the provision of affordable homes.	Number of homes acquired or built for Affordable Rent	45	274	462	666	940
	New supply delivered (Affordable) %	0.15%	0.77%	0.64%	0.69%	0.92%
Continue to deliver the Group's landlord compliance objectives and meet all requirements of the wider health and safety agenda.	Gas: % LGSR's complete	100%	100%	100%	100%	100%
	Domestic water hygiene risk assessments	100%	100%	100%	100%	100%
	Electric: 5 Year DEICR	100%	100%	100%	100%	100%
	FRA's completed within plan	100%	100%	100%	100%	100%
	FRA remedial actions completed within plan	100%	100%	100%	100%	100%
Deliver the Gentoo Homes Business Plan.	Sales achieved against target	130	192	203	205	200
	Profit generated (£m)	0.3	2.2	2.5	2.7	2.9
	Efficiency target (Cum) (£m)	0.1	0.2	0.3	0.4	0.5
	HBF Star Builder Status (*)	5*	5*	5*	5*	5*

People:

Invest in people and communities to help realise opportunities and release potential

Objective	Measure	2020/21	2021/22	2022/23	2023/24	2024/25
Further embed a culture of ownership and accountability among our colleagues.	HSE Culture Survey improvement	0	0	0	0	0
	Annual appraisal completion %	100%	100%	100%	100%	100%
	I understand how my objectives contribute to the Corporate Strategy (5 P's)	N/A	75%	77%	80%	85%
	Average working days lost due to sickness	7	6	6	6	6
Continue to work to deliver the transformation to a One Gentoo culture, to be measured by our progress towards achieving IIP Platinum status.	IIP Status	Gold	Gold	Platinum	Platinum	Platinum
	% of staff engagement (Combined Pulse Survey metrics)	N/A	75%	77%	80%	85%
	Do you feel you are accountable for the work you do everyday?	N/A	75%	77%	80%	85%
Have a workforce totally committed to the values and the work that we do	% colleagues who would recommend Gentoo as an employer	N/A	75%	77%	80%	85%
	% tenant satisfaction with Gentoo Colleagues	N/A	85%	90%	95%	98%
	Colleague turnover %	10%	10%	10%	10%	10%

Perform:

Be well governed and financially resilient, operating efficiently and responsibly, investing wisely to fulfil our social purpose

Objective	Measure	2020/21	2021/22	2022/23	2023/24	2024/25
Achieve and maintain a G1 regulatory governance rating and strengthen our financial viability.	RSH Governance Rating	G1	G1	G1	G1	G1
Demonstrate the embedding of the Tenant Voice in the Group's governance and decision making structures.	% of Group decisions influenced by tenants	50%	75%	100%	100%	100%
Maximise the Group's investment capacity by successfully delivering the next phase of the Group's financing strategy.	Additional debt capacity (£m)	-	£65m	-	£82m	-
Deliver the Group's strategic and operational value for money objectives, utilising external benchmarking.	Rent collected as a % of rent due	98.97%	99%	99%	100%	100%
	Rent loss (void loss) as % of rent due	1.86%	1%	1%	1%	1%
	Void turnaround (standard relet times)	65	32	30	28	26
Deliver positive progress against Regulatory VFM metrics.	EBITDA-MRI IC (%)	137%	147%	151%	195%	187%
	Social housing operating margin (%)	16.2%	17.2%	19.7%	22.7%	23.6%
	Social housing cost per unit (£'000)	3,360	3,512	3,609	3,423	3,660
Continue to improve our digital offer to our tenants and communities.	Self appointing repairs % of repairs	10%	20%	30%	40%	50%
	MyGentoo (Registration) # tenants	4,000	6,000	7,000	8,000	10,000
Maintain high standards of data integrity and control.	Data governance of information and metrics into Gentoo systems	100%	100%	100%	100%	100%
	No high priority findings in internal process and data audits	100%	100%	100%	100%	100%



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