

Hightown Strategy 2024-27



Mission

Building homes.



Supporting people.





Values



Put residents and
service users first



Treat people
with respect



Be cost
effective



Don't compromise
standards or
safety



Develop
passionate and
committed teams



Culture

Hightown's culture aligns with our values and social purpose. We are supportive, inclusive and responsive and share an ambition to learn and to develop for the benefit of current and future residents and service users.

Strategic aims and core ambitions



Service

To focus on our residents and service users through positive engagement and co-design of standards, delivering well-maintained homes and high quality services in diverse communities.

Outcomes from this strategy

- Safe, decent, well-maintained homes
- Co-produced management, maintenance and support standards
- Customer feedback and an enhanced digital offer driving service improvements
- Fair access and meaningful Equality, Diversity and Inclusion (EDI) engagement
- Respecting and supporting diverse community needs
- Quartile One service outcomes
- Delivering social impact
- Improving our carbon footprint



Viability

To safeguard Hightown's future through strong governance and effective financial controls and risk management - maintaining the agility to learn and adapt to change and challenge.



Outcomes from this strategy

- Strong external ratings (G1/V2 Regulator of Social Housing (RSH) and A3 Moody's)
- Golden Rules to preserve prudent headroom over loan covenants
- Effective financial controls, business planning and stress testing
- Robust risk and systems management backed by external assurance
- Pro-active stakeholder and funder engagement and accountability

Needs

To increase the supply of quality, affordable and sustainable homes and services - enhancing community resilience and reducing homelessness.



Outcomes from this strategy

- Targeting 10,000 homes in management by March 2027
- Reducing homelessness and rough sleeping
- Meeting local housing needs
- Prioritising building quality and safety, affordability and low carbon solutions
- Sustainable growth in care and supported housing working in partnership with local commissioners



People

To maintain a high performing working culture through values-based recruitment, fair pay, specialist training and refining our wellbeing and recognition offer.



Outcomes from this strategy

- Continued sector leading performance
- High levels of staff satisfaction
- Values-based recruitment and effective succession planning
- Well resourced staff development with person-centred specialist training
- Strong wellbeing and EDI offer
- Supportive and responsive working environment
- Sector benchmarked pay and conditions with Real Living Wage as a minimum



Monitoring

Hightown's Strategy Action Plan underpins the delivery and completion of the Association's strategic objectives.





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