

# WE'RE MUIR

Working with people  
to maximise  
their quality of life



## Corporate Plan 2022-2027

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## Working with people to maximise their quality of life

We are delighted to introduce our new Corporate Plan for Muir, setting out how we will deliver our ambitions over the next five years.

We have all emerged from the pandemic changed and our expectations and priorities are perhaps different to what they once were. More recently, the economic environment and cost of living increases have also taken their toll on us all. In developing our corporate plan, we have considered the challenges and risks facing our customers, the sector and Muir.

Our Corporate Plan focuses on responding positively to these challenges and changes, and capitalising on the opportunities they present.

We recently invested our time having conversations with our customers and staff to really understand their needs, expectations and aspirations for the future, and in so doing have redefined our purpose to make them an offer that will best address the feedback provided.

There were several things they felt we do well so we must keep doing them well, namely:

- Being the people they call on when they need help
- Ensuring residents feel safe in their homes and their local areas
- Maintaining their homes and green spaces well
- Making sure rent represents value for money
- Providing easy, fast, professional quality repairs service completed in one visit

The areas for improvement were:

- Need for consistency in service delivery every day
- Improved and more frequent communication
- More, real consultation, listening and acting on feedback and insight; doing what we say we'll do
- Need to recognise and deliver services that meet the diverse needs, expectations and aspirations of different customer groups
- Make it easy and effortless to do business with us



**Debbie Griffiths**  
Group Chair



**Catherine Dixon**  
Group Chief Executive

We have also thought about the legacy we wish to leave and what the key themes are that we should endeavour to address.

These key themes also link to our conversations with customers in which they told us the top 4 factors affecting people's happiness are:

- Family
- Health & Wellbeing
- Home
- Environment

So, considering this feedback and insight, we believe our energy should be directed towards working with people to maximise their quality of life by seeking to address health and wellbeing; wealth and poverty, and protecting our world for future generations.

We recognise that high levels of customer service and excellent quality homes are the foundation of our offer to improve people's quality of life and we know that we have room for improvement. That's why the early years of our plan are focussed on getting those foundations right and improving our services and homes, as well as continuing to build new homes.

We are lucky to have a team that is dedicated to delivering for our customers and over the five years of this plan we will harness their passion so we can do more and do it better.

We build good quality homes and have plans for significant investment in existing homes and communities so that all our customers enjoy a good quality, safe and affordable home in a great place.

Over the next five years, we are going to embrace change and continuous improvement to transform the business and how we work, to improve customer outcomes and build more homes.

This transformation programme starts now, and to set us up to succeed, we are focussing on organisational and cultural development to adapt the way we work and embed a high challenge high support environment. We are reviewing our structures, operating models and resources to ensure we maximise our ability to deliver, and we are developing ways of working that are agile, ambitious and innovative.

Delivering our Corporate Plan will have a positive impact on the quality of thousands of people's lives, and we hope you are as inspired as we are by what we can achieve as we put this plan into action.

# Our Purpose

Working with people to maximise their quality of life

Our priority will always be our existing customers, homes and communities. We are committed to helping those in housing need and will build 500 new homes over the next five years. Through our services, we want to work with people to maximise their quality of life and focus on the things that really make a difference.

## Key Themes



health & wellbeing



wealth & poverty



climate change



## Our Values

### **Caring**

We care about people and achieving results.

### **Responsive**

We put our customers first, giving great service and doing what matters most to them.

### **Passionate**

We take pride in what we do and always strive to do better.

### **Inclusive**

We work together and value each other.

### **Dynamic**

We have a positive, solution-oriented attitude.

### **Honest**

We have high ethical values, standards and strong governance.

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MUIR**

## For Our Customers

We will deliver the services our customers expect, to the highest possible standards, whilst ensuring value for money. We will continuously develop our offer, in partnership with our customers, to meet future aspirations.

By 2027, our Muir customer experience programme will make our services easier, smarter and better.

This project transforms the way we:

- Deliver our repairs service, focusing on resolving repairs right first time at an appointment time convenient to our customers.
- Communicate with our customers, so we do so on issues that are important to them, in a way that best meets their needs.
- Enable access to our services 24/7 through an online self-service offer, supporting our customers to resolve as much as they wish to online.
- Interact with our customers, treating people with respect and empathy, always going the extra mile in every contact with every customer.
- Use customer insight and segmentation to better understand the diverse needs of our customers, ensuring we use our limited resources in the best possible way.
- Deliver our Customer Promise, using feedback from #TheBigChat. Our conversations with customers helped us understand what matters most to our customers, so we deliver on what our customers expect. We'll regularly publish how we are performing against our service offer.



Our new Customer Engagement and Involvement Framework will be fully embedded, ensuring customers' views are at the heart of our decision making at all levels, and our National Residents Group will hold us to account for fully embedding the framework and delivering on it.

We'll keep #TheBigChat going through regular, everyday conversations with customers, and when we get things wrong, we will acknowledge our mistakes, apologise and learn lessons to make further service improvements.

We will have increased our investment in tenancy sustainment and social investment that supports people to improve their happiness and overall quality of life by 10% year-on-year.

Our aim is that over 90% of our customers will be satisfied in all key aspects of our service and we will publish our performance on:

- Overall satisfaction
- Repairs
- Standard of home
- Safety in the home
- Safety in the community
- Ease of contacting and dealing with us
- Listens to and acts on customer feedback



Measure	Baseline 21/22	Target 21/27
Customer satisfaction	74.9%	90%
Complaints responded to within Complaint Handling Code timescales	N/A	100%
Satisfaction with repairs	67.3%	90%

## For Our Homes & Communities

We will invest in our homes and communities to keep people safe and provide a good quality home and location in which to live. We will build 500 new homes over the next five years and actively seek to manage and improve our impact on the environment.

Through the achievement of this corporate plan, by 2027:

- We will have developed a new long-term strategic investment plan for our homes, which will be implemented and published from 2023.
- We will continue to focus on and prioritise the safety of our customers, homes and compliance with our legal and regulatory responsibilities.
- We will have built 500 new homes and will have made a commitment to only develop homes with a neutral carbon impact, either by improving our specification and/or through carbon offsetting.
- At least 90% of our homes will be EPC band "C", rising to 100% by 2030, and all our homes will have a clear pathway to Net Zero.
- During the life of this plan two 'whole scheme' refurbishment projects will be completed.
- We aim to acquire circa 200 existing homes located in our core areas and consolidate our areas of operation to focus on those core areas so the investments we make, and what we do, has a greater positive impact.
- We will publish our investment plans for our communal and green open spaces and use feedback from our customers to improve the areas in which people live.



Measure	Baseline 21/22	Target 21/27
New homes completed	N/A	500
Reinvestment %	3.15%	9.25%
% homes at EPC "C" and above	73%	90%



## For Our Colleagues

We will value and develop/nurture our staff, and listen and act on their views. We will provide staff with opportunities for personal and professional growth. We will invest in their wellbeing. We will value and develop our Board and National Residents Group. We will continue to be a great employer.

Through the achievement of this corporate plan, by 2027:

- We will have achieved IIP (Investors in People) Platinum status.
- We will design and implement a bespoke leadership development programme that supports existing and aspiring leaders to fulfil their potential.
- We will further embed our values and deliver a programme that supports our colleagues to provide the best possible service to our customers and each other, and continue to promote and embed our commitment to equality, diversity and inclusion.
- Our Board Members and National Residents Group will be provided with training and development opportunities to ensure they continue to adopt and adhere to the highest standards of governance.
- We will implement an agile and flexible working offer with a strong focus on health and wellbeing, whilst enabling the highest standards of customer service to be delivered.
- We will ensure that our employee value proposition - terms and conditions of employment and associated benefits - continue to be competitive, transparent and accessible. Given the current challenges around recruitment and retention, we will adopt more innovative recruitment practices and create an immersive induction programme to set up new recruits for success.
- Above all, we will continue to listen to feedback from colleagues and act upon it; we will have fun, learn from challenges and celebrate success.

Measure	Baseline 21/22	Target 21/27
Staff engagement	83%	85%
Staff turnover/retention	13.9%	15%*
		*this target is based on sector benchmarks and reflects expected higher levels of staff turnover

## For Our Business

We will govern and manage our business to the highest possible standards, ensuring it is adaptable, resilient and sustainable. We will work in partnership with others to support the delivery of our objectives.



As part of our transformation programme, by 2027 all areas of the business will have been reviewed with a focus on improving outcomes for our customers, colleagues and partners.

We are currently reviewing the effectiveness of our in-house contractor Muir Property Solutions Ltd, linked to refreshing our vision for our repairs service. We will embed the changes over the next 18-24 months.

We will improve key financial performance metrics in line with the Board's targets.

During 2022, we will ensure we fully comply with the NHF (National Housing Federation) 2020 Code of Governance and keep our G1 and V1 ratings (the highest possible) from the Regulator of Social Housing.

We will move our ICT infrastructure to the "Cloud", so we are not dependent on on-site physical infrastructure and leverage new digital systems to improve efficiency.

We will promote our work and develop our presence alongside our Muir Living and Homes by Muir brands to maximise their impact and the benefits for customers and stakeholders

We will strengthen relationships with external stakeholders and other partners and agencies to progress opportunities and tackle shared challenges.

We will continue to improve our data integrity controls and overall compliance with the General Data Protection Regulations and information governance

We will develop plans to reduce our corporate carbon footprint.

Measure	Baseline 21/22	Target 21/27
Operating margin	20.5%	20.4%
Governance rating	G1/V1	G1/V1
Tenant arrears	3.26%	3.0%

# Our Strategies

We have several corporate strategies that, along with objectives and targets, help us ensure we achieve our purpose.

Each of our strategies sets out its purpose; defines the objective; incorporates "business as usual", as we recognise it's not all about new projects; and most importantly, how it supports addressing the key themes we have identified.



## Measuring Success

Our corporate plan has been developed to:

- Redefine Muir's purpose
- Establish new corporate objectives and clear targets
- Steer the allocation of resources
- Guide staff and support them in achieving Muir's purpose
- Future-proof the organisation

Each of the strategies linked to the corporate objectives will be refreshed during 2022/23 to ensure they align with Our Purpose and set out a clear plan for the coming 5-years.

Our corporate projects portfolio and departmental plans include all the projects, initiatives and changes that will achieve the key outcomes of this corporate plan over the next five years, and we have developed a range of indicators that will help us measure our progress.

In addition to performance statistics, we also request feedback from residents, our extended customer base, and staff to inform us about levels of satisfaction and further areas for improvement.



# And after all that... SO WHAT? What will be different in five years' time?



We've set out above what we will have achieved by 2027 and we will annually report our progress, any deviations or changes, and what comes next. We will be mindful of the ever-changing operating environment and that will inform the annual corporate plan refresh.

Whilst our Corporate Plan is central to redefining Our Purpose and setting out our ambitions and priorities for the next five years, no single document, written at a particular point in time, can capture the specifics of a five-year plan. It does, however, clearly set out the direction of travel at Muir and how we are going to embrace change and continuous improvement to transform our business and how we work, so we improve customer outcomes and build more homes.

By 2027, our Muir customer experience programme will make our services easier, smarter and better. We will have invested in transforming our repairs service so it meets the needs and expectations of residents and delivers value for money.

We will have developed a new long-term strategic investment plan for our homes, which will be implemented and published during 2023.

We will continue to focus on and prioritise the safety of our customers and their homes, and compliance with our legal and regulatory responsibilities.

We will have built 500 new homes for people who need them.

We will have achieved Investors in People Platinum status.

We will have designed and implemented a bespoke leadership development programme that supports existing and aspiring leaders to fulfil their potential, and we will further embed our values and deliver a programme that supports our colleagues to provide the best possible service to our customers, and each other.

As part of our transformation and continuous improvement programme, by 2027, all areas of the business will have been reviewed with a focus on improving outcomes for our customers, colleagues, and partners.

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