## The impact of our Strategic Plan

If we deliver against all the strategic themes we will have a positive impact on our customers, our homes and our business. These impacts are described below and linked to each of our six themes:

- 1. Developing our relationships with our customers
- 2. Doing the basics brilliantly
- 3. Growing what we do well
- 4. Tackling the climate emergency
- 5. Being an excellent employer and great place to work
- 6. Creating a digital, data-driven, agile business

We have kept the impacts at a relatively high level and have supplied some examples of metrics we might use. We will refine these as we develop the initial interventions and also our future approach to data and reporting to the Board.



Impact	Example metrics	Theme	
Impact on our customers			
1. Our customers are happy with our services.	Customer satisfaction (range of service areas)	1, 2, 3, 4, 5, 6	
	Number of complaints		
2. Our customers trust us and are working with us to design services.	Position on ladder of participation (or equivalent PACT measure) * Number/% of service designs with customers involved *	1, 2, 6	
3. We know our customers and what matters to them.	Customer data (numbers, diversity, demographics etc)  Customer feedback data	1, 2, 6	
4. Our customers can settle and we do not add to the homelessness problem.	Evictions  Void rent loss	1, 2	
5. Our customers live well and realise their potential.	Distance travelled on wellbeing *  Job, training, volunteering outcomes *	1, 2, 3	
6. Our customers can do business with us at a time and place that suits them.	% of landlord transactions on line and through other channels *	1, 2, 6	

<sup>\*</sup> indicates that we do not currently collect and/or report routinely on this metric.

Impact	Example metrics	Theme	
Impact on homes			
7. We have Increased the supply of good quality social and affordable housing stock in Sheffield City Region.	Total number of homes in our portfolio. *  % growth in number of homes following disposals  % of new homes for social/affordable rent or shared ownership (aim is at least 80%).	2, 3, 4	
8. We and our customers can be proud of our homes and estates: standards and energy/carbon efficiency are maintained and improved.	Net present value *  Average & minimum SAP &  El rating *	2, 3, 4, 6	
9. We are addressing the climate emergency through the standard of our new homes.	Average KWh/m2 for all new build homes *  % of all homes using low carbon heating *	2, 3, 4	
Impact on our business			
10. Through redesigning and digitising our processes and services we have saved money to reinvest in new homes and services and reduced our carbon footprint.	No of processes digitised.*  Business travel car miles and costs *  Corporate carbon footprint (annual) *  Savings from service redesign and digitisation*	1, 2, 3, 4, 5, 6	

Impact	Example metrics	Theme
Impact on our business		
11. Our workforce is diverse and our people are highly engaged and able to	Best Companies score	1, 2, 3, 4, 5, 6
settle, live well and realise their potential with us:	Workforce demographics	
12, Our business is equipped to be agile.	Number and % of our people who have One Plus device and Office 365 *	2, 4, 5, 6
	Number and % of our workspaces that meet the ambitions of our strategy *	
13. Our data is complete, automated and can be trusted.	Completion of data sets (range of areas) *	1, 2, 3, 4, 5, 6
	Number and % of reports that are automated and published centrally *	
14. We have the funds to deliver on our purpose.	Liquidity	1, 2, 3, 4, 5, 6
	Investment capacity	
15. Our profitability means we can be here for the long term.	Turnover and profitability compared year on year	1, 2, 3, 4, 5, 6
	"Standard" VFM metrics	
	Interest cover and other loan covenants	
16. Resources are allocated in our budgets and business plan in line with this strategy.	Investment allocated for major repairs, sustainability etc	1, 2, 3, 4, 5, 6