

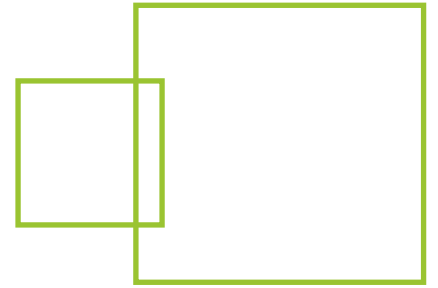
A renewed  
**[focus]**

Corporate Plan **2024-27**





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# [ foreword ]

**Our new Corporate Plan comes at a time of immense opportunity and change as we embrace a new, proactive approach to consumer regulation for housing associations. An increasing amount of focus – rightly – has been put on the housing sector’s ability to deliver high quality services in safe and comfortable homes.**

The Better Social Housing Review set up by the National Federation of Housing (NHF) and the Chartered Institute of Housing (CIH) to independently examine ways to improve the quality of social housing provision in England sets out seven key recommendations. In setting out our strategic aims for the next three years, we have carefully considered the recommendations of that review.

Our hope is that whatever the result of the general election due by January 2025, the incoming government will develop a national long-term plan for housing that can begin to address the many facets of our current housing crisis.

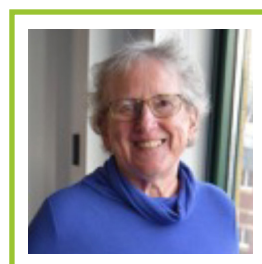
As well as external change, we have a new Chief Executive from April 2024 and a new Chair from July 2024. Our continued success will be enabled by the firm foundations built by all the work of the previous Teign Housing team, together with the continuing contribution of all our staff, board members and involved residents.

We are a local, place-based organisation with a strong focus on people. Our size and our mindset enable us to be flexible to meet the challenges we face. We will build on the good that has come of our approach to agile working and visible leadership. Our hard work was recognised at the end of 2023 with the re-award of our Investors in People, We invest in people, Platinum accreditation.

We are also investing in the future. Our net-zero and retrofitting plans will help ensure homes are more energy efficient, meaning residents can use less energy to stay warm and well. We will also continue to support residents with the cost-of-living crisis through our Hardship Fund.

This new Corporate Plan keeps our vision, values and headline strategic aims as they were, as our direction hasn’t changed. The targets we have set ourselves will challenge us to continue to improve and meet the changing demands on our business as we listen to our residents.

We are determined to rise to the challenge ahead of us and are proud of our staff and their ongoing drive to do everything they can to put people first.



**Maureen Robinson**  
Chair of the Board



**Tom Woodman**  
Chief Executive

# [ our business ]



**Formed in 2004 following the transfer of homes from Teignbridge District Council, Teign Housing is a well-respected business with a social purpose. We own and manage over 3,800 homes across Teignbridge, the South Hams, East Devon, West Devon and Exeter.**

We provide homes for rent at lower than market prices, homes designated for older people with additional needs and shared ownership properties. Through our commitment to building new homes, we are helping to tackle the shortage of good quality affordable housing. Our tailored approach has seen us deliver developments of highly energy efficient, award-winning PassivHaus homes, built within Dartmoor National Park, work with several Community Land Trusts as well as deliver and expand a site for New Travellers.



As a registered charity, we re-invest our surpluses into our existing homes and building new ones. We hold ourselves to high standards, for example, providing homes at each letting in very good decorative order for our residents and maintaining our homes above the Decent Homes Standard.

We work within the Regulator for Social Housing's framework. An independent Service Board of residents, our resident Scrutiny Panel and Tenants' Forum all play a significant part in reviewing the services we provide and making recommendations to the Board, our Executive Management Team and our Audit Committee. Our Board comprises of the Chief Executive and seven non-executive directors, who are recruited for their skills and experience and who work closely with the Executive Management Team to ensure Teign Housing delivers its objectives.



# [ our customers ]

Our customers are our tenants, shared owners, leaseholders, and the wider community who may wish to live in our homes or work for us.

As a responsible landlord, we are aware of our responsibility to support our tenants where possible, and we know how our decisions can affect our tenants. This is at the forefront of every decision made.



# operating environment

Across the UK, change is being driven forward in social housing. In the summer of 2023, the Social Housing (Regulation) Act 2023 gained Royal Assent. It is intended to be the catalyst for a new proactive approach to regulating social housing, ensuring standards are met and acting against failing landlords. We welcome the importance the Government is placing on resident safety and the increased involvement of residents in the decisions that affect them and their homes. We also welcome the return to proactive regulation of our resident-facing services, an area which has always been at the heart of all we do at Teign Housing.



The Better Social Housing Review highlighted the need for every Housing Association to refocus on their core purpose and deliver against it. We welcome this recommendation and understand that our core purpose is our residents and 'doing right' by them, so we will be working hard to ensure that the resident voice and the effect our work has on our residents is at the forefront of every decision.

# [ vision ]

We dedicate ourselves to providing good quality homes and tailored housing support. Working with our diverse customers and trusted partners we provide effective services that bring long term benefits to all. We are sustainable in a fast-changing environment and reinvest our surpluses to grow our communities.





# [ values ]



## Respectful

We treat people with empathy, respect diversity and provide quality customer service. We appreciate the relationships we build and, with our customers, contractors and partners, we are proud to be **Team Teign**.



## Resourceful

We maximise our resources through innovation and by using our money in efficient ways. We look for opportunities to expand our business by building new homes and creating and growing valuable services. We recognise our role in supporting the local economy.



## Ethical

We value our responsibility as a charity providing homes and services for those who need them and as an employer. We are an organisation with heart and strive to offer an empowering workplace and the personal service our communities want



# [ strategic aims ]

We focus on the core of our business with our strategic aims. What is important to our customers; providing excellent services and quality homes – and what is important to our continued viability; growing our sustainable business.



## Excellent services

We will deliver high quality services to all of our customers and partners. We will provide considerate customer services, empowering housing services and effective repairs.



## Quality homes

We will invest in new and existing homes by maintaining high standards of repairs and improvements to our current homes and developing new homes to meet the needs of local people.



## Sustainable business

We will strengthen our business by continually improving our governance, increasing the value of our work, seeking ways of joint working with our partners and investing in our staff.

# excellent services



Each of our tenants is unique, with different needs from us, and delivering excellent, tailored services is essential to our customers' wellbeing.

## Together with tenants

We will update our service offer to meet modern expectations of customer service and involvement. We will offer choices in how to contact us and make transactions more productive. We will make sure every conversation counts and is recorded and understood.

We will	Measure	March 2025	March 2026	March 2027
Improve customer experience using <b>lived experience</b> .	Use customer experience, engagement and feedback to re-design processes	Undertake at least one Customer Journey Mapping exercise, starting with Aids and Adaptations	Undertake at least one Customer Journey Mapping exercise, beginning with reporting Repairs	Undertake at least one Customer Journey Mapping exercise, including Complaints Handling
Ensure compliance with the new <b>consumer standards</b>	Encompass the key aims of the Charter for Social Housing Residents into the organisation's culture and ensure every member of staff is aware of how their work fits into the bigger picture	Create the new Resident focused sub-committee of the Board	Review the progress of the second year of the new Resident focused sub-committee and determine whether it is now timely to include the remit of the Respect for People Group	Review the progress of the third year of the new Resident focused sub-committee
		Implement the new four consumer standards in consultation with residents: <ul style="list-style-type: none"> <li>• Safety and Quality</li> <li>• Transparency, Influence and Accountability</li> <li>• Neighbourhood and Community</li> <li>• Tenancy</li> </ul>	We can evidence where our resident voice has influenced our decision-making in the services we provide on their behalf	Embed a culture of Resident voice throughout the organisation
		Implement the Better Social Housing Review's key recommendations	Support tenants and staff to undertake an annual review of the progress Teign Housing is making in implementing the review's recommendations	Support tenants and staff to undertake an annual review of the progress Teign Housing is making in implementing the review's recommendations

We will	Measure	March 2025	March 2026	March 2027
Increase opportunities for all residents to share opinions/ suggestions/concerns through <b>consultation and involvement</b>	Increase the opportunities for all residents to have their voices heard and share opinions, suggestions and concerns through consultation in order to influence decision-making using a variety of digital and face-to-face services	Consultation opportunities for our residents are developed, implemented and recorded using our digital consultation platform to gauge opinion	Monitor and adapt our consultation methods to ensure that our residents' voices are influencing services across the business	Review the resident satisfaction with the consultation platform and adapt to feedback
	Continue to develop and improve digital access for those who wish to access services by this method	Positively promote and continuously seek to improve the features of the My Teign app and portal. Achieve resident engagement with 'My Teign' with 1,000 registered users by the end of March 2025	Increase resident engagement with 'My Teign' from 1,000 registered users to 1,250 by the end of March 2026	Increase resident engagement with 'My Teign' from 1,250 registered users to 1,500 by the end of March 2027
Survey all residents and shared owners using the <b>Tenant Satisfaction Measures</b> (TSMs) to understand where we are doing well and where we need to improve	Ensure all staff, Board Members, and other stakeholders understand the Tenant Satisfaction Measures (TSMs)	Complete a full analysis of the progress made from the launch of TSMs year on year and involve and share with residents to co-create a two-year improvement plan to take the organisation through to March 2027	Review year one of the TSM action plan	Review year two of the TSM action plan
	Use the TSMs as a 'can opener' to highlight areas for improvement	Use the results to help prepare for an inspection by the Regulator	Identify a project to improve services to our residents as a direct outcome of the TSMs results	Identify a further project to improve services to our residents as a direct outcome of the TSMs results
	Regularly share the results and action plans with residents	Publish results and action plans on our website and in the residents' ezine throughout the year	Publish results and action plans on our website and in the residents' ezine throughout the year	Publish results and action plans on our website and in the residents' ezine throughout the year
Strengthen our <b>complaints</b> process	Further strengthen our complaints process to increase resident satisfaction with our approach to complaint handling	Develop a robust and positive approach to lessons learned from handling complaints, ensuring continuous improvement is 'business as usual'	Demonstrate a 10% year-on-year improvement in the Tenant Satisfaction Measure (TSM) result of tenants' satisfaction with Teign Housing's approach to complaint handling	Record a further 10% year-on-year improvement in the Tenant Satisfaction Measure (TSM) result of tenants' satisfaction with Teign Housing's approach to complaint handling
	Listen and act upon the views of our residents from our complaint handling in shaping our approach to delivering universally good services	Actively seek opinions and feedback from residents as they engage with us during the complaints process. Record in the lessons learnt how this feedback influences our decisions in delivering services on their behalf	Meet regularly with the CHATT group to share the lessons learned and the improvements made in delivering services	
		Share the outcomes at the Board and Complaints at Teign and Templer (CHATT) Group meetings	Record and share the improvements made in service delivery as a direct result of resident feedback in the ezine, website and annual report	



## Supporting sustainable tenancies

We will provide tailored support, where needed, to help our residents to live well in their homes.

We will	Measure	March 2025	March 2026	March 2027
Identify opportunities to improve <b>health and wellbeing</b>	Improve the customer experience when accessing the aids and adaptations service	Review the aids and adaptations process following the Customer Journey Mapping exercise with residents	Full implementation of revised aids and adaptations process	Review the new process and implement any further changes following feedback from residents who have used the service
	Improve the experience of residents seeking adapted properties	Review the lettings process to match people's needs more reliably with adapted properties	Implementation of the revised process to better match people's needs with adapted properties	-
Support our residents receiving legacy benefits to successfully migrate across to <b>Universal Credit</b>	Identify those tenants who are formally invited by DWP/HMRC to move across to Universal Credit (UC) under the formal migration exercise	33% of tenants have successfully migrated across to UC	66% of tenants have successfully migrated across to UC	100% of tenants have successfully migrated across to UC
Fully <b>assess the housing needs</b> of residents applying to live in our Independence & Wellbeing accommodation before tenancy sign up	Support our older residents through our Independence and Wellbeing service to live independently	95% of Independence & Wellbeing tenants have a needs assessment prior to sign up	96% of Independence & Wellbeing tenants have a needs assessment prior to sign up	97% of Independence & Wellbeing tenants have a needs assessment prior to sign up
		65% of Independence & Wellbeing tenants have a goal plan	70% of Independence & Wellbeing tenants have a goal plan	75% of Independence & Wellbeing tenants have a goal plan
Increase <b>Resident Involvement</b>	Develop the options for involvement and increase the number of involved residents	Explore options to implement a Youth Panel	Implement a Youth Panel	Have an embedded Youth Panel
		Explore options to implement Mystery Shopping	Have an embedded group of Mystery Shoppers	Review effectiveness of Mystery Shopping, including lessons learned
		Hold community events to target differing demographics	Have a pool of residents we can call upon to be involved in focus groups and wider consultations	Continue to increase the pool of residents for focus groups and wider consultations
Implement a digital solution to improve the <b>pre-tenancy experience</b> for our prospective tenants	Improve the level of customer satisfaction with our pre-tenancy process for all new applicants and prospective tenants	Review the pre-tenancy process with colleagues and residents to identify improvements to be implemented by the end of 2025	Review the success of the new pre-tenancy process in the first year following its full implementation	-

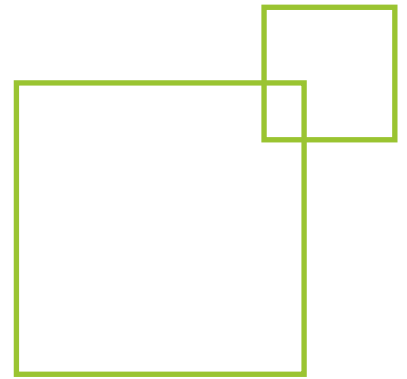
## Focusing on communities

We will develop our team to ensure we can fully support residents to have their say in their neighbourhood.

We will	Measure	March 2025	March 2026	March 2027
Offer more opportunities for tenants to <b>have their say on housing services</b>	Develop a menu of options for residents' voices to be heard on issues affecting their neighbourhoods so we can act upon their views	Capture the resident voice at all Keeping in Touch (KIT) visits and record in Cx to ensure we capture the voice of the 'silent majority'	Capture the outputs of all KITs to ensure we capture the voice of the 'silent majority'	Capture the outputs of all KITs to ensure we capture the voice of the 'silent majority'
	Create data reports from Cx to help with good decision-making	Capture the outputs from all KITs in Cx to ensure we understand the needs of our residents as set out in the four domains	Capture the outputs of all KITs to ensure we understand the needs of our residents as set out in the four domains	Capture the outputs of all KITs to ensure we understand the needs of our residents as set out in the four domains
		Create a suite of reports from the data input into Cx aligned to the four domains	Full rollout of the suite of KIT reports	To capture and evaluate the social value which has been evaluated
Introduce a fully-fledged <b>gardening service</b> offering	We will develop a new offering of gardening services for our residents supported through a financially viable business model	Fully costed and controlled trial with residents to be undertaken and fully evaluated	Trial is fully evaluated, and the new gardening service is rolled out to all residents	Full evaluation of the new gardening service is complete
Support effective <b>Estate Inspections</b> by having an easy-to-use estate inspection reporting tool	Make it easier to report repairs and health and safety issues as well as monitor progress and timely completion of actions from estate inspections	Identify and project manage the successful implementation of the agreed reporting tool	Review the success of the reporting tool implemented in year one and introduce any improvements	The reporting tool is fully embedded in the estate inspection process and works across the organisation for all reporting needs
Decommission all hard-wired <b>community alarm systems</b> in the relevant independence and wellbeing schemes and install new digital personal alarms	By the end of 2025, all analogue telephone lines will be upgraded by BT to the new 'Digital Voice' service	All Independence and Wellbeing properties, where dispersed alarms are installed, will move across to new digital personal alarms by the end of 2025		
Upgrade our existing <b>CCTV</b> security cameras	Over the next five years the existing stock of CCTV security cameras is to be reviewed to ensure the right level of provision across our estates	20% of Digital Video Recorder (DVR) cameras to be upgraded	A further 20% of Digital Video Recorder (DVR) cameras to be upgraded	A further 20% of Digital Video Recorder (DVR) cameras to be upgraded
Install <b>Wi-Fi</b> in all Independence and Wellbeing communal areas	The trial of Wi-Fi-enabled communal rooms will help support the DigiBug training sessions with our older residents. The trial will determine whether it is feasible to extend Wi-Fi to other schemes	At least one DigiBug training session to happen per month at two schemes	At least one DigiBug training session to happen per month at three schemes	At least one DigiBug training session to happen per month at four schemes
Commit to regularly reviewing the <b>customer data</b> we hold to ensure it is up-to-date and accurate to enable us to better tailor our services	Analysing reliable and accurate customer data records will allow us to better understand the demographics of our residents and better tailor our service to our customers' needs	We will complete customer profiling for 33% of our customer records	We will complete customer profiling for 66% of our customer records	We will complete customer profiling for 100% of our customer records

## Delivering an efficient repairs service

In 2017 we created Templer HomeBuild to deliver a quality, customer-focused repairs service. We continue to focus on our company, making sure we stick to appointments, complete repairs on our first visit wherever possible, and keep residents informed of progress.



We will	Measure	March 2025	March 2026	March 2027
Ensure our residents are <b>happy with repairs</b>	Customer satisfaction with Templer HomeBuild repairs	96%	97%	98%
<b>Minimise</b> return visits	Maintain high standards of first-time fixes	99%	99%	99%
Work <b>efficiently</b> in residents' homes	Planned works completed on time	96%	97%	98%



# [ quality homes ]



We understand that our residents often don't enjoy the luxury of choice about where they live, and, because of that, providing quality homes is essential. Our homes are our most valuable assets, and we must maintain them sustainably into the future.

We will	Measure	March 2025	March 2026	March 2027
Reduce the <b>cost of living</b> in our homes	Continue to invest in our homes to make them more efficient and educate the people living in them	Continue to invest in pilot schemes using retrofit and new technologies to learn more about the best ways to use resources to achieve the best outcomes for increasing the energy efficiency in homes	Continue to invest in pilot schemes using retrofit and new technologies to learn more about the best ways to use resources to achieve the best outcomes for increasing the energy efficiency in homes	Review the success of the pilot schemes, shaping future plans from the learning and look for new partners and grant funding, whilst continuing to explore the best technology and gain the best knowledge in order to continuously improve our investment choices
		Achieve EPC Band C or above in at least 40 of our homes currently below that level	Achieve EPC Band C or above in at least 100 or more of our homes currently below that level	Achieve EPC Band C or above in at least 200 or more of our homes currently below that level

## Building needed new homes

Recognising local housing needs, we will increase the scale of our development work and ensure our homes remain affordable for our local communities.



We will	Measure	March 2025	March 2026	March 2027
Develop more <b>affordable homes</b>	Maintain capacity in the business plan to ensure we are in a strong position to bid for new development opportunities	Develop at least 64 new homes in 2024-25	Develop at least 64 new homes in 2025-26	Develop at least 64 new homes in 2026-27

## Making best use of our assets

Our homes are our biggest assets. We will regenerate or dispose of properties where they are not cost-effective, freeing up resources for the improvement of existing homes or the development of new ones.

We will	Measure	March 2025	March 2026	March 2027
Enhance the quality of the <b>stock information</b> recorded, analysed and reported	Introduce a new asset management system to ensure good stock condition data shapes our services, drives good decisions and creates great outcomes	Go live with a new asset management system, ensuring that all data collected in the stock condition surveys is recorded and analysed in order to inform the future maintenance programme	Using the new software, continuously examine the results of the stock condition data, identifying trends and patterns and use this information to improve the efficiency of our repairs and maintenance offering	Using the new software, continuously examine the results of the stock condition data, identifying trends and patterns and use this information to improve the efficiency of our repairs and maintenance offering
Ensure our property assets remain <b>sustainable</b>	Complete full stock condition surveys of 20% of all properties every year	Successful completion of full stock condition surveys for 100% of our properties following the initial rollout in 2023	Complete full stock condition surveys for 20% of all properties this year as part of the five-year annual cycle	Complete full stock condition surveys for 20% of all properties this year as part of the five-year annual cycle
		Review the outputs of the surveys to inform our investment decisions and publish the results to the Board and residents annually	Review outputs of surveys to inform our future investment decisions and publish the results to the Board and residents annually	Review outputs of surveys to inform our future investment decisions and publish the results to the Board and residents annually

## Delivering a quality home service

We will work more closely with our repairs company, Templer HomeBuild, to deliver a seamless service.

We will	Measure	March 2025	March 2026	March 2027
Provision of holistic <b>repairs service</b> working closely with our repairs company, Templer HomeBuild	We work closely with our wholly owned subsidiary company, Templer HomeBuild, enabling them to access customer data and provide a joined-up experience for our residents	The teams at Templer and Teign regularly meet to work together to identify improvements in the repair service we offer	Implement an action group, which would begin to investigate the possibility of residents booking their own repairs	Engage with residents about their ideas of how they would like to be able to book their own repairs

## Keeping residents safe and warm

We place great importance on compliance with health and safety legislation, ensuring our homes are safe to live in. Using modern technology, we will work to combat fuel poverty by making our homes more efficient. Warm, safe homes are crucial to the wellbeing of our residents.

We will	Measure	March 2025	March 2026	March 2027
Keep our residents <b>safe</b>	Compliance with all regulatory health and safety standards. Informing and raising awareness among our residents	Achieve 100% in all health and safety compliance areas	Achieve 100% in all health and safety compliance areas	Achieve 100% in all health and safety compliance areas
		Report performance to the Board and residents	Report performance to the Board and residents	Report performance to the Board and residents



# [ sustainable business ]

Our strong finances will ensure we can cope with the unexpected. In a time of challenge and change, we will deliver excellent services and quality homes against a backdrop of an efficient and effective business fit for the long term.



## Maintaining strong governance

We will set a culture of equality, diversity and inclusion from the top. We will focus on the strength of our business to ensure we can weather any storm.

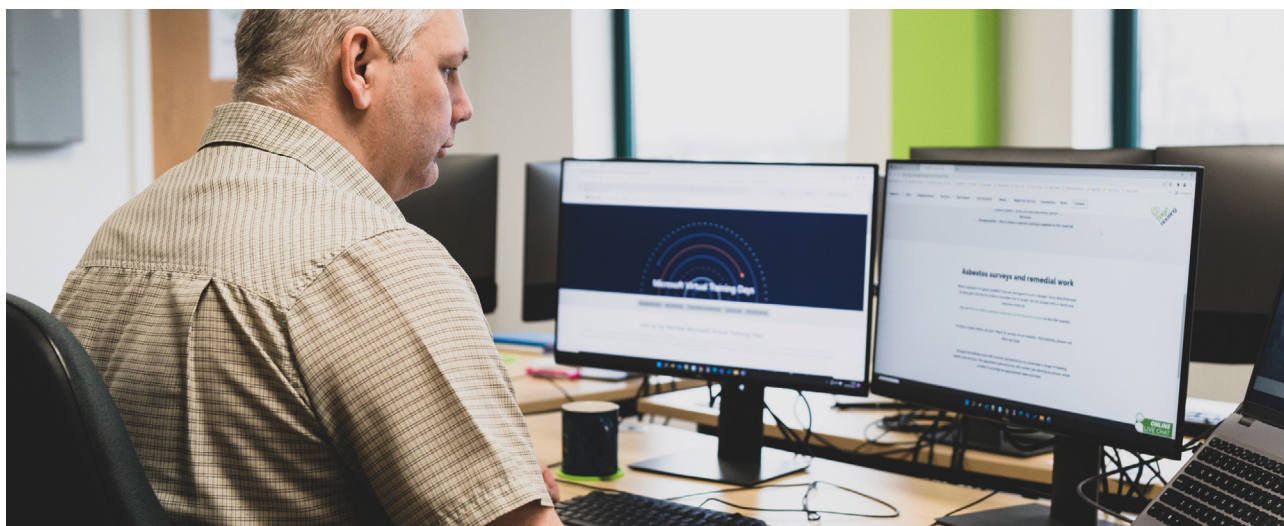
We will	Measure	March 2025	March 2026	March 2027
Maintain robust <b>assurance mapping</b>	Manage risk effectively and respond to changes in the external environment	Existing sources of assurance are fully mapped to strategic and operational risks and managed through Decision Time	A regular programme of deep dives and internal audits provide a robust source of assurance to the Board and Audit Committee	Complete a comprehensive review of assurance map to ensure ongoing compliance with our regulatory standards
Create a <b>"Get on Board"</b> training programme with partner organisations	Increase future board diversity through training and mentoring potential new Board Members, targeting underrepresented groups	Work with peer Housing Associations to create the training programme	Advertise the programme and recruit, train and mentor the first cohort	Measure the success of the programme through a satisfaction survey with the cohort and the number who have had success in applying for roles



## Sustaining robust finances

Our drive for value and efficiency will continue and we will ensure our running costs compare well with similar size organisations. We will secure continued efficiency by reviewing our processes to find smarter ways of working.

We will	Measure	March 2025	March 2026	March 2027
Focus on <b>Value for Money</b> (VfM)	Be more efficient in collecting all forms of non-rent debt and recharging repairs efficiently	Recharge 100% of rechargeable repairs where we have the correct contact information.  Increase collection of non-rent debt by 10%	Increase collection of non-rent debt by a further 5% (15% since the start of the plan)	Increase collection of non-rent debt by a further 5% (20% since the start of the plan)
Enhance the <b>quality of the financial information</b> recorded, analysed and reported	Enable more informed decisions to be made, giving greater budget control and forecasting capability	-	Select and procure a new finance system and formulate a project plan to deliver its full implementation	Go live with the new system with new enhanced reporting and 'self-service' functionality
Increase <b>financial capacity</b>	Keep the organisation in a strong financial position with sufficient capacity to continue to develop new homes and support our carbon reduction strategy	Utilise the funds raised from the 2023-24 financing project to develop new homes	Review financial opportunities for refinancing based on an updated financial business plan in preparation for the following year	Begin a project to refinance the revolving credit facility, which expires in March 2028, to ensure the ongoing target pipeline for new homes each year is achieved



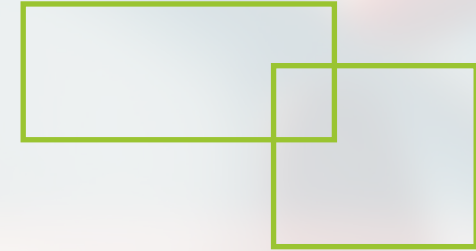
## Using resources effectively

We will continue to focus on maximising value for money by making the best use of both financial and other resources.

We will	Measure	March 2025	March 2026	March 2027
Maintain our operating margin above 15%	Enabling us to build more homes and invest in our communities through regeneration	Minimum of 15%	Minimum 15%	Minimum of 15%

## Investing in technology

We will update our digital platform to support our staff to provide an efficient service to residents. We will use our business data to fully understand and improve our performance and give residents information that is relevant to them and their tenancies.



We will	Measure	March 2025	March 2026	March 2027
Implementation of years three to six of the <b>Digital Strategy</b>	Increase the organisation's digital maturity	Review the successful implementation of the year three action plan agreed in the Digital Strategy	Review the successful implementation of the year four action plan agreed in the Digital Strategy	Review the successful implementation of the year five action plan agreed in the Digital Strategy
Increase the <b>efficiency of our HR service</b> by reducing reliance on outdated HR systems	Introduce a cloud-based, fit-for-purpose HR system to improve efficiency, accuracy and ease of use	Scope and purchase a new HR system	Implementation of a new HR system	Review the new HR system following its implementation
Review and implement a new three-year <b>Data Strategy</b>	To facilitate moving the organisation from a reactive data culture to a managed/ optimised data culture where good data drives informed decision-making and enables the delivery of excellent services for our residents	Introduction of HACT UK Housing Data Standards	HACT UK Housing Data Standards are fully adopted and embedded with a full audit of compliance with the standard completed	HACT UK Housing Data Standards are used to inform our transformation programmes in designing new processes & creating interfaces between systems, contractors and customers
	Increase the usefulness of the business and customer data we hold and provide tailored business intelligence to staff	Set up a sub-group to review and deliver against the 21 recommendations from the Housing Ombudsman's Knowledge and Information Management (KIM) report	Review outputs of the KIM report to inform our approach to information management and decision-making and publish the results to the Board and residents on an annual basis	Have an embedded and mature knowledge and information process with a focus on an evidence-based approach and lessons learned for complaint handling
		Increase the usefulness of the business and customer data we hold	Balanced Scorecard presented in Power BI software, with training provided to the Leadership Team	Targeting of services to relevant residents using Power BI

## Developing our staff

We recognise that motivated staff create satisfied customers. We will develop our managers so that they can support their teams to better performance. We will maintain Investors in People (IIP) Platinum. Our staff will expect and embrace change as we seek to continually improve as an organisation.



We will	Measure	March 2025	March 2026	March 2027
Increase the profile of <b>learning and development</b> and professional standards in conjunction with the NHF and CIH	Support colleagues to obtain specific qualifications with a Chartered Institute of Housing (CIH) recognised programme of training and continuing development	HR to complete gap analysis of CIH professional standards against job profiles and create a programme of training & continuing development through Teign Academy	Identification of professional qualifications needed to support the recruitment process and succession planning	Those staff who are required to have a professional qualification have completed this or are working towards.
Through learning and development, facilitate a <b>culture of respect</b> and exceptional customer service	Enhance our broader Learning & Development programme to include learning around behaviours and respect in service delivery	Director of People & Technology to strengthen the Learning & Development role and culture across Teign Housing	Teign Academy is recognised as the vehicle to deliver professionalisation	Teign Academy is recognised as the vehicle to deliver professionalisation
		Our learning and development will meet the requirements of the indicators detailed in the Investors in People (IIP) Platinum standard  Deliver development programme from IIP assessment recommendations	Our learning and development will meet the requirements of the indicators detailed in the IIP Platinum standard	Our learning and development will meet the requirements of the indicators detailed in the IIP Platinum standard

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