



Strategy &
business plan
2023 – 2026



Better
housing
& care

"It's all about services."

Executive team member

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"If any area fails to achieve, then it needs to be changed – as soon as."

Involved resident

Our mission and values

Our mission and values wrap around and drive this whole plan. We exist to **provide homes and care to improve opportunities for people**, and we pledge to **do the basics brilliantly and keep on getting better**.

The values that underpin everything we do are unchanged.

We stand for and pursue **integrity, diversity, openness, accountability, clarity and excellence**.

“We want to provide quality homes, care and experiences we’re proud of. We believe in doing the right things and making them count.”

Executive team member



The housing and care scene

The title of this plan talks directly to the 2022 Better Social Housing Review and the Action Plan to implement its recommendations. We welcome the emphasis on housing providers refocusing on their core purpose, and the commitments to positive placeshaping and levelling up. The Review sits helpfully alongside many of the requirements in the Social Housing Regulation Act, including closer consumer regulation and inspection, strengthened powers for the Housing Ombudsman Service and a new framework of Tenant Satisfaction Measures.

We embrace all these changes to give customers greater assurance about the homes and services they have a right to expect. Uncomfortable as it can be, the media and public are right to highlight instances where housing providers fail to meet their obligations or basic standards of safety, listening and responsiveness. We resolve to avoid these situations in our business, and to put things right quickly and be held to account if they do ever occur.

Social care operates in a similarly volatile environment. While a long-term solution to balancing needs and provision continues to elude our nation, we face acute pressures around the viability and funding of services, being able to attract and retain colleagues and integrating care with health.

Two other big challenges remain:

- ▶ **Preventing, reducing and responding to homelessness.** Higher inflation, interest rates and cost of living create extra difficulties for households, but we believe that no-one should be without somewhere safe, secure and affordable to live.
- ▶ **Net zero and low-carbon living.** Homes account for about a third of all the UK's carbon emissions, so it's an urgent imperative for us to upgrade properties to make them better insulated, more energy efficient and affordable to heat.

Our three-year plan, 2023 – 2026

Housing and care are in the public spotlight like never before. We face increased demand, rising expectations, greater scrutiny and financial pressures at a time of global insecurity and uncertainty. Our response is strong and simple: to do things better and to prepare for the future. This plan injects the energy and excitement needed to make this happen.

The next three years

To have greater certainty and control over our business, we've switched to having a three-year plan, rather than five years. The impact of inflation and economic insecurity, wars, climate change, demographics and artificial intelligence make it much harder to predict events and market conditions than before. The UK is also going through profound political upheavals at local, regional and national levels.

Against this background, we believe the best approach is to focus on **doing the basics brilliantly** – the things that our customers want and value most – while

continuing to build new homes and being ready for whatever the future might look like. We recognise that there are real and significant risks affecting our decisions, reputation and the ways we work. So our plan for 2023-2026 concentrates on five core themes (homes, care, people, growth, resilience) and restates our commitment to serving the East Midlands region.

Basics to do brilliantly – outcomes and enablers

The ten things we pledge to do brilliantly are a mix of practical outcomes and things to make them happen:

Outcomes	Making them happen
1. Building quality new homes as a Homes England Strategic Partner	6. Strong finances to provide capacity for development and investment in our homes
2. Fit-for-purpose repairs and customer services	7. Comprehensive information about assets to support investment/divestment decisions and decarbonisation
3. A stronger voice for customers	8. Secure and reliable data on homes, customers and our people
4. Best use of our assets with sustainable housing and care services	9. Robust processes to ensure health, safety and compliance
5. A culture that supports equality, diversity, inclusion, safety and wellbeing	10. Maintaining a skilled and diverse board to ensure effective governance with smooth succession

Our three-year plan 2023 – 2026

Environmental, social and governance

As a PlaceShapers housing provider, we're always conscious of the wider impact of our work and the opportunities it creates. Our environmental, social and governance (ESG) plan sets out a range of initiatives – from digital inclusion to waste recycling and town regeneration – with regular reporting and monitoring of progress against the relevant United Nations Sustainable Development Goals.

The power of partnership

Most of what we do is achieved through partnerships with other organisations, groups and people: our customers, local authorities, funders, lenders, regulators, contractors, suppliers and the region's voluntary and business communities. We rely upon these links to deliver the right results, and we're sure there is still more potential we can realise together. We remain open to the idea of a future merger or strategic alliance if it can guarantee growth and better services, but this is not a key driver of our business.

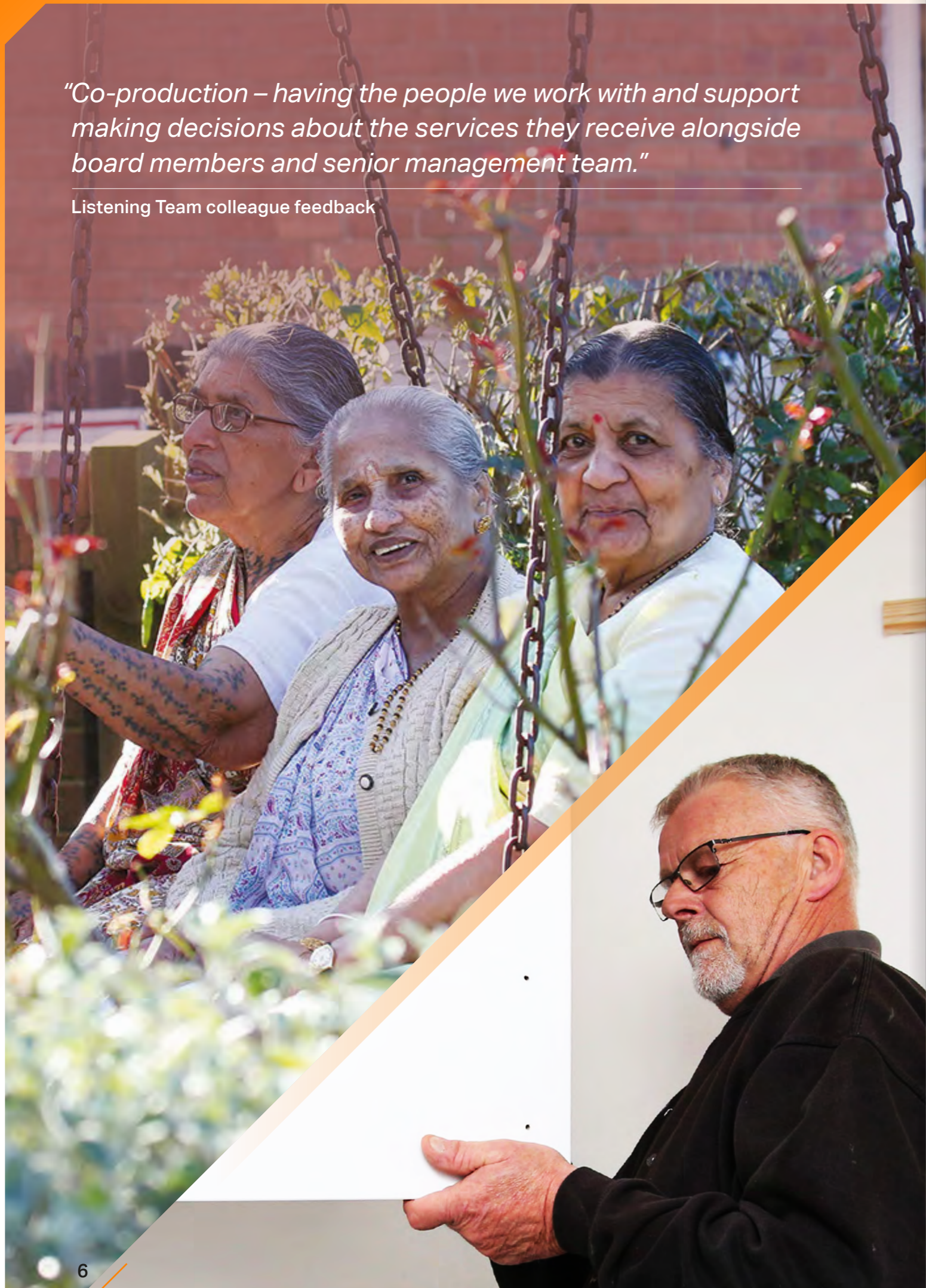
"I judge [emh] on results and performance."

Involved resident



“Co-production – having the people we work with and support making decisions about the services they receive alongside board members and senior management team.”

Listening Team colleague feedback



1. Our plan for homes

A safe, secure and affordable home is the foundation for a happy, healthy and successful life. We will continue to provide homes that are comfortable, well maintained, closely managed and kind to the environment. We will keep up our efforts to prevent and respond to homelessness.

Services to customers

Our customer service strategy is based on doing things right first time whenever possible. This should mean greater satisfaction, fewer complaints and less waste. Safety and security are other top priorities, including how we comply with standards for the 'big seven' (fire, gas, electricity, water, asbestos, lifts and damp and mould), as well as reducing crime and anti-social behaviour.

We're streamlining the way we diagnose, carry out and ensure the quality of repairs through 'The BIG Project' – an end-to-end overhaul of this most important service. The improvements from this review will dovetail with work to maximise value for money and efficiency from our in-house maintenance service.

We'll offer effective and reliable online services that most people can easily access and use, backed up by extra support for those who need it or who prefer other options.

Well-managed green spaces are important for wellbeing, neighbourhood satisfaction and ecological sustainability, so we will continue to provide high-quality, value-for-money, in-house landscape maintenance services.

In local communities

With ideas and advice from customers and customer-facing colleagues, in the first year of the plan we will review how we deliver local services to reflect the Better Social Housing Review priorities. This will blend the best of traditional, area-based housing management with the specialisms and expertise of centralised functions (such as collecting rent and service charges with help for budgeting, benefits and debts). A new model will allow colleagues to be a stronger and more visible presence in local areas, working with other agencies to promote community pride and safety, better health, education, skills, jobs,

1. Our plan for homes

financial inclusion and diversity.

In partnership with the police and other agencies, we'll identify and target resources on neighbourhoods that can benefit from special attention.

Hearing the voice of residents

The Let's Influence strategy sets out how we'll bring customers and colleagues together to improve homes, care and services. At the heart of this is the Residents Influence Committee (RIC), which forms part of the group's governance structure, and the Service Quality Evaluation Group (SQEG), comprising residents and colleagues. Together with our long established Scrutiny Panel, these structures will play an important part in making sure we hear the voices and views of customers and act on them. They will also help us to collect, verify and analyse the information needed to report to the Regulator of Social Housing on the Tenant Satisfaction Measures.

"A lot of contact is online, and this isolates residents."

Listening Team colleague feedback

We'll develop a new, housing-based equality, diversity and inclusion strategy to underpin the way we deliver services.

How we communicate

We're determined to communicate in ways that do justice to our people and reputation. We'll embed the '3Rs' brand voice (resolute, respectful, reliable) in all our communication with customers to achieve a consistent style and standard. This will have a particular impact on how we handle, respond to and learn from complaints.

Managing assets

The three years of this plan will see us make far-reaching decisions on where, when and how we need to invest in properties. We'll use the ASAP model to help us make evidence-based choices about which homes can provide the best long-term value, and any that are no longer viable. We're committed to meeting the updated Decent Homes Standard, and making progress towards net zero homes by ensuring that every property has an Energy Performance Certificate (EPC) rating of at least C by 2030. Our decarbonisation plans and targets are based on a 'fabric first' and 'worst first' approach, supported by match funding from the Social Housing Decarbonisation Fund.

1. Our plan for homes

Preventing and responding to homelessness

Our Homelessness Strategy takes an evidence-based approach. Working in partnership, we do all we can to help people to access somewhere safe and secure to live, with extra, personalised support for those who need it. We offer temporary accommodation for emergencies, plus homes for people who are refugees or seeking asylum. We are active members of the Homes for Cathy alliance, which aims to put an end to homelessness.

How we'll judge success:

- ▶ Improved overall customer satisfaction with our service
- ▶ More customers feeling we treat them fairly and with respect
- ▶ Compliance with the Decent Homes Standard
- ▶ A fully costed programme of environmental improvements to homes

"Priorities: warm, modern homes."

Involved resident





2. Our plan for care

The long-term funding and sustainability of social care for people in later life or with disabilities, and those who need extra support for any other reason, remains one of Britain's biggest challenges. Our care business needs to be financially viable and meet the highest standards of performance, quality and compliance.

Quality services

We will continue to focus on meeting the needs of people with learning disabilities and people in later life, continuously monitoring the quality and compliance of our services to ensure that they remain safe, effective, caring, responsive and well led. We are committed to meeting the highest standards of care for all service users, and to ensuring that they enjoy the best possible quality of life.

Modern homes and settings

We'll continue to build new mixed-tenure, Extra Care schemes including provision for working-aged people. These developments act as lively community hubs, bringing generations together and offering much-needed local services such as cafés, healthcare and hairdressing. To get more from our assets, we will also develop a new model of self-contained supported living. This will be based on small blocks of up to 12 flats with flexible shared and staff spaces

that can be converted to extra homes, if housing needs or funding arrangements change.

Viability

Like many other providers in the sector, in recent years our care business has experienced rising costs, skills shortages and restricted funding. Healthy reserves have helped us through this challenging period, but this cannot be sustained. We'll have a strong focus on returning to a care business that is financially viable for the long-term.

Comprehensive and accurate data on the condition and location of care properties is key to our asset management approach. Where necessary, we will consider and consult on closing non-viable services, or identify options to repurpose them for different clients.

2. Our plan for care

To provide the highest standards of care and reduce the use of agency workers, we will renegotiate rates and contracts with principal partner local authorities, and improve the terms, conditions, recruitment and skills of our colleagues. This will reduce vacancies and colleague turnover, and boost retention (especially in the first year of people's jobs).

A skilled workforce

We need to have the right people to meet changing needs. This means recruiting, developing and retaining a skilled, competent and diverse workforce. We'll keep our People Plan under review to make sure it continues to meet the business' needs. An active apprenticeship programme will attract younger people into care work and so bring down the average age of our team. We'll also invest in existing colleagues with learning and development opportunities to help people develop their skills and progress their careers. We'll make a special effort to improve the digital capabilities of colleagues and give new joiners the confidence and life-skills they need to succeed.

Data and compliance

We will meet the Government's target to have all our care records (including individual care plans and staff rosters) digitised by 2024, so they can be fully integrated with personal health information. We'll be ready for this to become an important feature of future contract tenders and regulation by the Care Quality Commission (CQC).

Safety and safeguarding

We'll draw on our experience and expertise in care to take the lead on safeguarding compliance for all our customers and colleagues.

"We need to make care a more attractive career choice."

Executive team member

How we'll judge success:

- ▶ A financially viable care service
- ▶ Improved CQC and internal quality ratings
- ▶ Reduced voluntary turnover among care and support colleagues

2. Our plan for care



"I feel like a nice community is being created, and I once again feel that I am leaving my mum and sister in a safe, friendly and supported environment."

Family member of care service users

Plan in action

The Springfields extra-care housing scheme in Ashby-de-la-Zouch, Leicestershire supports independent living for a range of needs.

The scheme has:

- ▶ 53 self-contained and wheelchair-accessible, one-bedroom apartments
- ▶ 12 two-bedroom apartments
- ▶ 50 homes let at social rents
- ▶ 15 homes available for up to 75% shared ownership

Springfields is dedicated to health and wellbeing, and maximises people's independence while being a vibrant part of the local community. Designed with space, light, environmental considerations, personal safety and security in mind, the homes are smart and flexible so they can adapt to each person's requirements.





3. Our plan for people

Housing and care are *people* businesses. Systems and processes are important too, but it's the motivation, engagement and skills of people that make the right things happen. We'll continue to invest in our culture, customers and colleagues to get the best for and from everyone involved in our business.

Ready for change

We aim to foster a working environment and culture built on trust, collaboration and innovation. To achieve this, we'll develop leadership that champions agility and change readiness, and promotes data-driven decision making. We will plan ahead to ensure smooth succession in our board and committees.

Listening and leadership

We believe that leaders set the tone for organisation and its work, so we'll continue to invest in training and support to give directors and managers the skills they need to empower their teams. We'll continue to ensure that all line managers are trained coaches. Through the Listening Team, trades unions and colleague consultative committees we'll ensure that we listen to colleagues and their representatives. We'll use surveys and cultural values assessments to check how closely people feel engaged with us as an employer, and we'll continue to develop an inclusive culture.

Talent

Our business is all about creating opportunities for people. We will continue to invest in programmes for aspiring leaders and managers. We welcome the introduction of mandatory professional qualifications to protect residents and raise standards in the housing sector, and will put plans in place to ensure that we are ready for this. Since 2018, we've funded and supported more than 200 apprenticeships. We will build on this track record by continuing to invest in current and new talent.

Equality, diversity, inclusion and fairness

Ensuring people feel welcome, included, and listened to is vital to our future success. We will do all we can to ensure that our board membership reflects the communities we serve, and take steps to narrow gender and ethnicity pay gaps in the business. In the first year of the plan we'll update our Equality, Diversity and Inclusion People Strategy to focus on how we move from unconscious bias to

3. Our plan for people

conscious inclusion and equality of outcomes. We will take action to promote a groupwide culture of inclusion and psychological safety, working with existing and new support networks, such as the BAME and LGBTQ+ colleague groups.

Health, safety and wellbeing

Leadership is key to keeping people safe and well. We are committed to preventing work-related injuries and ill health, and to providing safe and compliant homes and services. To do this, we will continue to develop strong and effective systems, reliable data, clear objectives, and ways of working that embed health and safety. We will consult and listen to customers and colleagues about health, safety and wellbeing, keeping our practice under continuous review to ensure that lessons are learned and acted upon.

We will support colleagues' wellbeing by continuing to provide a comprehensive Employee Assistance Programme. To help people deal effectively with difficult times and reduce absence due to stress, we have an in-house team of resilience and mental health first aiders. We shall continue to roll out the Menopause Policy, and maintain the programme of Let's talk about... sessions for colleagues.

How we'll judge success:

- ▶ Reducing pay gaps for people of different genders and ethnicities
- ▶ A workforce and board that reflects the profile of local communities
- ▶ Health & safety ISO accreditation

"We are growing our own staff. It's satisfying to see them being employed after completing their apprenticeships."

Listening Team colleague feedback

3. Our plan for people

"Our repairs and care staff are vital eyes and ears when they visit customers, their homes and communities."

Executive team member

Plans in action

Sixteen colleagues have successfully completed their training to become certified mental health first aiders. They're a point of contact for colleagues who may be experiencing a mental health issue or emotional distress. The first aiders offer both early intervention (for example, by just having an initial conversation) and support in a crisis to help people get appropriate, expert help.

"I know how hard it is to cope with mental health issues and to lose someone you love to suicide. Being a mental health first aider is not just a skill, it's a responsibility."

Mental health first aider colleague





4. Our plan for growth

Our business cannot and will not stand still. While striving to do the basics brilliantly, we will continue to provide up to 500 new homes in each year of this plan. As a Homes England Strategic Partner we'll make the best use of grants, private finance and partnerships to build a mix of affordable homes to meet a wide range of needs in both urban and rural communities.



A blended approach to homebuilding

We will continue to build new properties through a mix of land-led, design and build and Section 106 schemes, to provide homes for social and affordable rent and shared ownership. Close partnerships with local authorities will help us secure planning permission with the minimum of delay, while good relationships with small- and medium-sized developers and contractors from the region will enable us to turn plans into homes. The majority of homes we build through round two of the Homes England Strategic Partnership will be for social rent, and we'll also maximise use of the Affordable Homes Guarantee Scheme. A professional sales and after-sales service is another vital element in generating the income to support our core purpose.

4. Our plan for growth

Standards and diversity

Soon every new home we build or acquire will need to meet the updated Future Homes Standard and have an EPC rating of at least C. We will prepare for this new standard through a series of pilot projects, so that we're ready to respond quickly once it's published. Through our specialist subsidiary Midlands Rural Housing we'll continue working with rural housing associations to provide homes in villages and small towns. This sort of development helps people stay close to their roots and families, and plays a big part in supporting the shops, pubs, clubs and groups that keep countryside communities alive.

To meet the needs of an ageing population and others who need help to live independently, we'll build at least two further mixed-tenure extra care schemes and a new range of human-scale supported housing.



How we'll judge success:

- ▶ Deliver up to 500 new homes each year
- ▶ Begin building at least two new extra care developments
- ▶ Help 500 households into home ownership

4. Our plan for growth



Plans in action

The Villers in Whetstone, South Leicestershire, is built on land that was originally part of the Whittle Industrial Estate. Developed in partnership with Homes England, this regeneration project provides:

- ▶ 77 new, mixed-tenure properties, including wheelchair-accessible flats and dementia-friendly bungalows
- ▶ 27 homes at social rents
- ▶ 39 shared ownership homes
- ▶ 11 flats for supported living

"Prioritise building social housing to meet need and demand."

Involved resident





5. Our plan for resilience

Inflation, cost-of-living and interrupted supply chains create new risks to our stability, which we expect to continue or increase during the three years of this plan. We need to be a financially secure and efficient business with good data, that's focused on value for money and being ready for whatever the future brings.

Having the money we need

To make sure we have the money needed to build new homes and invest in improvements, we will continue to release bond finance as it's required.

We've negotiated new financial covenants with key lenders to give us the capacity to guarantee our continued growth, meet net-zero requirements and invest in homes, while keeping at least two years' supply of finance to cover operating costs. We will realise other financial efficiencies by reclaiming VAT through our development company and by constantly seeking savings through better procurement. Each one per cent cost saving we make creates £250,000 of opportunity to do something valuable.



5. Our plan for resilience

Strong infrastructure

While much about the future is uncertain or unpredictable, we will secure our business through careful risk management and business continuity/contingency planning. We'll manage our income and expenditure so that we can cope with any likely future changes to the national social housing rent settlement.

The financial projections for 2023-26 have been stress tested as part of our 30-year financial plan. This shows that we will maintain our strong financial position while being able to invest in existing homes and continuing to build new ones to meet housing needs. We'll preserve and demonstrate emh's solid financial viability, performance and credit worthiness.

The completeness, accuracy and integrity of business data is another key pillar of our resilience. We'll work with HouseMark to keep the maturity and reliability of our data under independent review, and will continue to invest in new information and communications technology to improve business processes, extend access to digital services and reduce costs. To protect information against leaks or cyber-attack, we will work towards the ISO/IEC 27001 standard.

How we'll judge success:

- ▶ Value for money – average total cost of managing and maintaining each home increasing by less than inflation (Consumer Price Index, CPI)
- ▶ Maintaining at least two years' revenue supply (liquidity)
- ▶ Minimum headroom cover (Golden Rule)
- ▶ Information security, cyber security and privacy



The world outside

We'll report every year on progress against our environmental, social and governance strategy, including gains related to relevant parts of the United Nations Sustainable Development Goals. We will also commit time and resources to future scanning and analysing trends to spot new and emerging influences on our work.

5. Our plan for resilience



Plans in action

Building a better future is the annual report and statement on how we're meeting our environmental, social and governance goals.

The report shows how we:

- ▶ Sustain and increase private and public capital to support our objectives
- ▶ Measure, manage and report on impact
- ▶ Account for positive social and environmental outcomes

"Resources are key to honouring [your] commitments."

Involved resident



Our financial projections 2023 – 2026

Our plan for 2023 – 2026 is included in our 30 year financial projections and has been stress tested. This summary was updated in 2023 to reflect our current position. It shows that we will maintain our strong financial position while continuing to provide new homes and care and support services.

	2023-24	2024-25	2025-26
Income			
Rents and service charge income	106,563	117,184	125,698
Deferred Government grants	2,732	2,925	3,242
Recharge income	1,930	1,960	2,120
Other income	19,331	20,329	21,142
First tranche sales income	17,079	15,393	19,374
Outright sales income	3,300	0	0
Total income	150,935	157,791	171,577
Operating costs			
Overheads (inc. contingencies)	28,615	30,830	31,380
IMS (surplus)/deficit	(119)	(177)	(131)
Lifeline (surplus)/deficit	59	33	0
Estate costs:			
Rent losses	2,980	3,428	3,675
Routine maintenance	16,746	17,847	18,705
Planned maintenance	5,157	5,514	5,802
Running costs	25,897	27,458	28,629
	50,781	54,246	56,811
Lease rentals	183	196	204
Property depreciation	19,274	20,502	22,422
Cost of sales:			
First tranche sales	15,379	13,827	17,919
Outright sales	2,937	0	0
	18,316	13,827	17,919
Total operating costs	117,108	119,457	128,604
Operating surplus	33,827	38,334	42,973
Operating margin	22%	24%	25%
Surplus on sales programme	1,275	1,380	1,469
Interest receivable	731	833	637
Interest payable	(23,834)	(25,787)	(27,572)
Surplus before tax	11,998	14,761	17,508
Taxation	69	0	0
Surplus after tax	11,929	14,761	17,508
Net margin	8%	9%	10%

Our projections 2023 – 2026

Homes

	Overall customer satisfaction	Fairness and respect	Compliance with Decent Homes Standard
March 2023	69%	77%	95.75%
2025–2026	89%	85%	100%

Care

	Financial viability	Quality rating	Service user ratings*	Voluntary colleague turnover
March 2023	5% deficit	All services 'Good' except for one 'Requires Improvement'	4.5 average rating	19.3%
2025–2026	5% surplus	All services at least 'Good' plus half or more 'Outstanding'	At least 4.5 average rating	Below 14%

* Scored out of 5 in response to the questions:

1. Overall, how satisfied are you with the standard of care provided?
2. Are you happy or unhappy?

People

	Leadership gender profile*	Leadership ethnicity profile**	Board gender profile***	Board ethnicity profile	Health and safety ISO accreditation
March 2023	57% female leaders forum members compared with 62% of all colleagues 5% gap	10.1% BAME leaders	43% female board membership	22% BAME board membership	Two business units accredited
2025 – 2026	4% gap	At least 14% BAME leaders	50% female board membership	25% BAME board membership	All business units accredited or reaccruited

* Proportion of leaders who are female compared to the proportion of all female employees

** Ensuring that our numbers of BAME leaders is at least proportionate to the East Midlands population (14.3%)

*** Ensuring at least half of our board members are female

Our projections 2023 – 2026

Growth

	New homes built or acquired	New extra care schemes	New homeowners
2022 – 2023	490	2 completed in previous 5 years	212
2025 – 2026	400 - 500	2 new schemes on site	500*

* Cumulative over 3 years

Resilience

	Value for money	Liquidity	Minimum headroom cover	Data security and privacy accreditation
2022 – 2023	£3,819*	(Golden Rule)	Data security and privacy accreditation	No ISO accreditation
2025–2026	Increased by less than consumer price index inflation	2 years minimum	125%	ISO / IEC 27001 accreditation

* Average total cost per property

Appendix

Key documents supporting this plan:

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Contact

If you need more information about our plans for 2023-2026 or think you can support our work in any way, please get in touch:

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Appendix 1 – Emh overview

Emh is a social housing and care provider operating across the East Midlands since we were established in 1946. We describe ourselves as *profit for purpose*, signifying our commitment to demonstrating an increasingly commercial mindset, with a focus on efficiency, value for money and sweating assets in order to deliver our social purpose.

Our group structure comprises of:

▶ **East Midlands Housing Group Limited**

A registered Provider under the Co-operative and Community Benefit Society Act 2014 – non-charitable.

▶ **Emh Housing and Regeneration Limited**

A registered provider under the Co-operative and Community Benefit Societies Act 2014.

▶ **Emh Care and Support Limited**

A company limited by guarantee and registered with the Charities Commission.

The group also includes four specialist legal entities:

▶ **EMH Treasury PLC**, a special purpose vehicle established primarily to raise funds through the Debt Capital Markets.

▶ **Midlands Rural Housing** provides management and development services to four rural housing associations, managing around 1,500 homes around the East and West Midlands. It also provides specialist rural consultancy services and campaigns for more investment in rural affordable housing, brings rural development opportunities to emh and is a non-registered provider under the Co-operative and Community Benefit Societies Act 2014.

▶ **Sharpes Garden Services Limited** is our in-house landscape maintenance company.

▶ **Emh Development Company Limited** provides design and build services across emh.

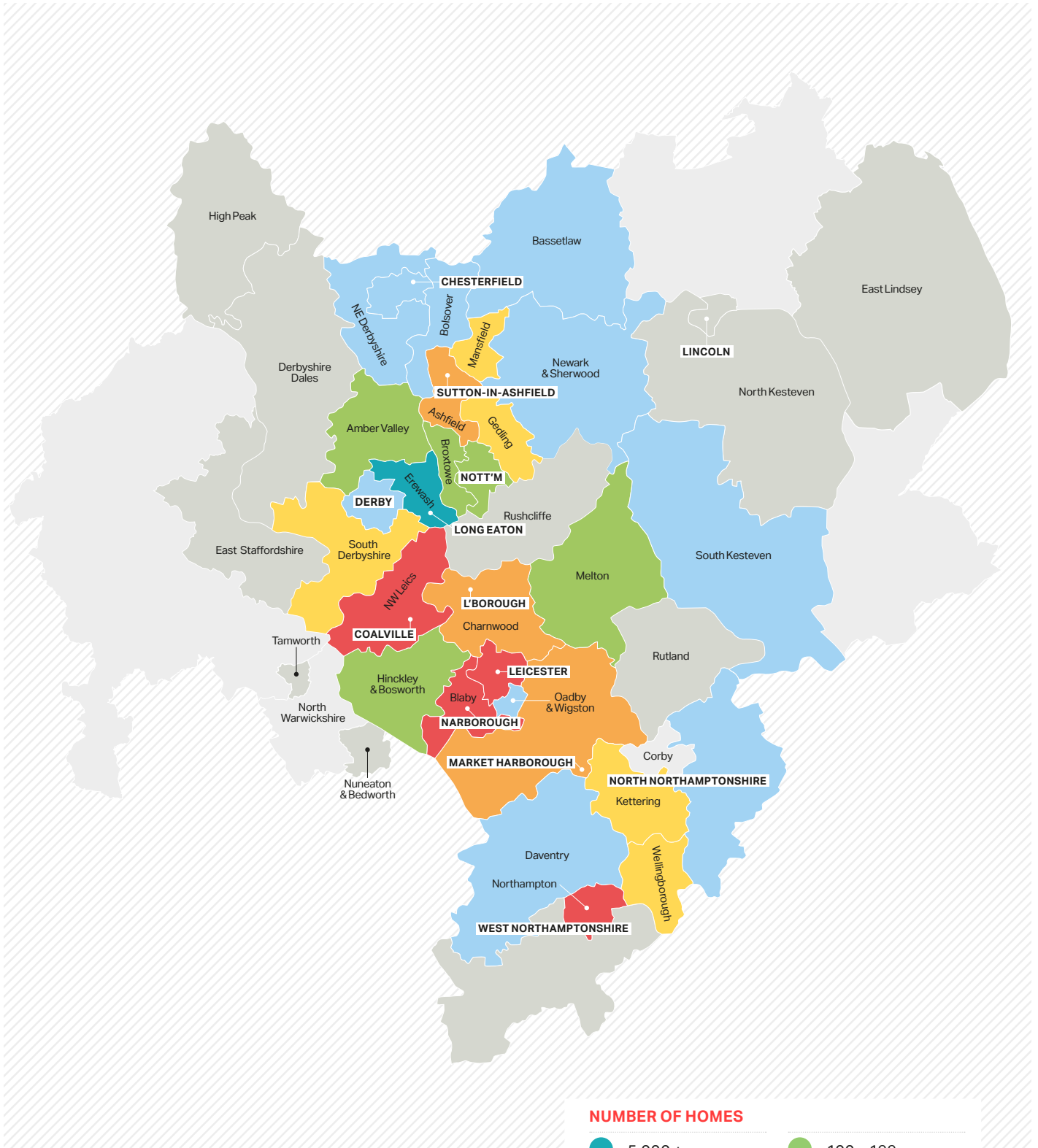
Appendix 2 – Key strategic risks

Risk	Cause and effect
Homes	
Failure to provide affordable landlord and neighbourhood services that meet the diverse needs of our customers and communities.	Poor customer satisfaction levels that lead to reputational damage and higher turnover of our properties. Failure to meet the Tenant Satisfaction Measures and Consumer Standards. A lack of affordability of our homes and services impacted by the cost of living crisis.
Assets that fail to meet statutory and/or regulatory requirements.	Lack of investment, robust stock condition information, asset management strategy and delivery of maintenance programmes leading to deterioration of stock. Inability to meet the decarbonisation agenda, EPC level C, new Decent Homes Standard, requirements of the Fire Safety Act and Smoke and Carbon Monoxide Regulations.
Care	
Inability to provide effective, compliant and viable care and support services.	Significant breach of Care Quality Commission requirements leading to reputational damage. Reduction in commissioning income leading to loss of viability. Retrospective payments relating to sleep-in provisions, potential review of bed rates and change in contracts. A reliance on agency cover.
People	
Ineffective governance	Increased wider regulatory requirements. Weaknesses in internal controls. Inability to attract skilled and diverse Members, leading to ineffective leadership and failure to appropriately drive the organisation's social purpose, culture, mission and values or to embed resident focus in its decision making and safeguard the reputation and long term financial viability.
Unable to achieve the organisation's strategic people objectives	Failure to recruit, develop and retain a skilled, competent and diverse workforce, and to develop the leadership skills required to meet the organisation's changing needs, whilst maintaining a positive values-driven culture where people are engaged and committed.
Non-compliance with health and safety requirements	Failure of leaders to identify risks and adequately prioritise and embed robust health and safety policies, procedures, systems and reporting into the everyday culture and activities of the organisation. Failure also of those who operate on our behalf, putting the health and safety of employees, customers, and the wider public at risk of harm.

Appendix 2 – Key strategic risks (continued)

Risk	Cause and effect
Growth	
Failure to deliver our development programme	Lack of affordable land, increasing building costs and a market downturn ultimately reduces our ability to meet development programme objectives. Withdrawal of Homes England Funding in the event of non-compliance with the Consumer Standards
Resilience	
Insufficient liquidity and unstable financial viability	Weak economic conditions with high inflation and interest rates causing increases in operating costs leading to breach of covenants. Failure to deliver and demonstrate that value for money has been achieved. Introduction of a rent cap.
Failure to maintain reliable and secure data	Lack of robust data and systems across the business leading to data integrity issues. Loss of data or disruption to ICT service as a result of cyber-attacks. Financial loss due to cyber-attack related fraud.

Appendix 3 – Homes owned across the East Midlands



NUMBER OF HOMES	
5,000 +	100 – 199
1,000 – 2,500	40 – 99
500 – 999	UNDER 40
200 – 499	NONE

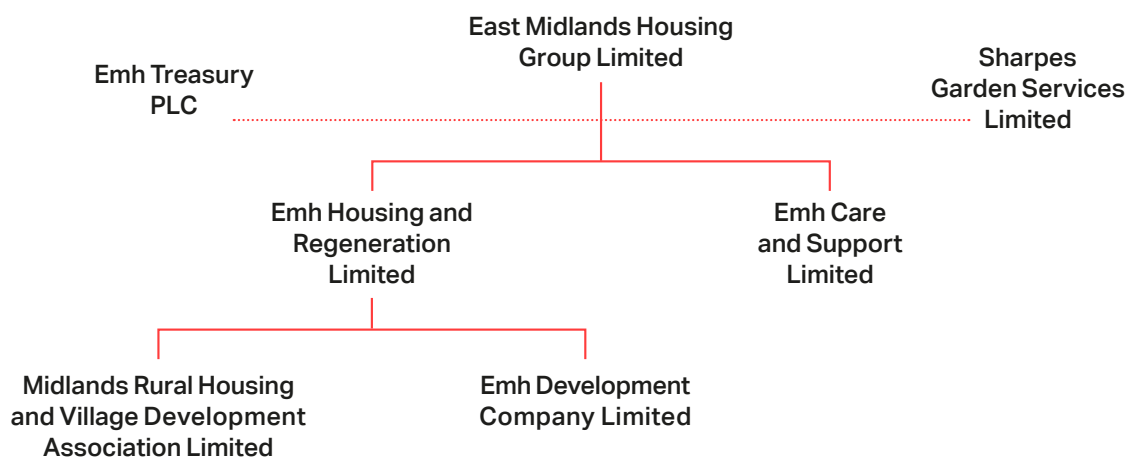


Appendix 4 –

Strategic priorities – Doing the basics brilliantly!

1. Ensure effective governance and smooth succession to Board
2. Deliver new homes under the Strategic Partnership
3. Deliver repairs and customer services that are fit for purpose
4. Strengthen customer voice with a new Resident Influence Committee (RIC)
5. Collate comprehensive stock information to inform asset management decisions
6. Ensure provision of reliable and secure data on homes, customers and people
7. Develop robust processes to ensure compliance with Health and Safety requirements
8. Review care assets and services to deliver effectiveness and viability
9. Develop staff culture to support EDI, wellbeing and psychological safety
10. Review financial plan to meet liquidity requirements, deliver VFM and ensure sufficient headroom in our covenants

Appendix 5 – Group structure



EAST MIDLANDS HOUSING GROUP LIMITED

Registered Provider under the Co-operative and Community Benefit Society Act 2014 (non-charitable)

Sets the strategic direction for the Group and provides a range of support and development services to subsidiary companies.

EMH HOUSING AND REGENERATION LIMITED

Registered Provider under Co-operative and Community Benefit Society Act 2014 (charitable)

Formed in 2013 as the result of the amalgamation of four independent housing associations. Provides landlord services to circa 22,000 mixed tenure properties across the region. Also leads the Quantum Development Consortium which is an investment partner with Homes England (previously the Homes and Community Agency).

EMH CARE & SUPPORT LIMITED

Company Limited by Guarantee under the Charities Commission

Provides landlord and day care services to adults with learning disabilities and other vulnerable people. Delivers circa 12,900 hours of care and support each week within a supported living, registered care and nursing home environment.

SHARPES GARDEN SERVICES LIMITED

Company Limited by Guarantee (non-charitable)

Provides garden maintenance and landscaping services within the Group.

MIDLANDS RURAL HOUSING & VILLAGE DEVELOPMENT ASSOCIATION LIMITED

Non-registered Provider under the Co-operative and Community Benefit Society Act 2014 (non-charitable)

Provides specialist management services to four independent rural housing associations.

EMH DEVELOPMENT COMPANY LIMITED

Company Limited by Shares (non-charitable)

Provides design and build services to the Group.

EMH TREASURY PLC

Public Limited Company

A special purpose vehicle set up primarily to raise funds through the Debt Capital Markets.