

# The Connexus Way

Corporate Plan 2018 – 2021

When we formed Connexus in 2017 we said we would be bigger, better and stronger together.

We are clear about the reason we exist as a business and that our social purpose is to create places where people can reach their potential. We will achieve this best by being a dynamic, customer facing organisation, rooted in the past, focussed on the present and looking to the future.

We have a simple desire to provide great homes and services. As our new organisation grows and develops we aim to simplify how we are run and focus on what matters most to our customers.

This document sets out the steps we propose to take to become a more efficient business. It establishes our ambitions for the people and places we serve by describing the way in which we will achieve them. We want to do the right things for our customers and communities by providing good value for money. We are Connexus and this is The Connexus Way.

**Ruth Cooke**  
**Chair, Connexus**



# Our Purpose

We manage over 10,000 homes, we are more than just a landlord, we exist to help houses to become homes and places become communities –

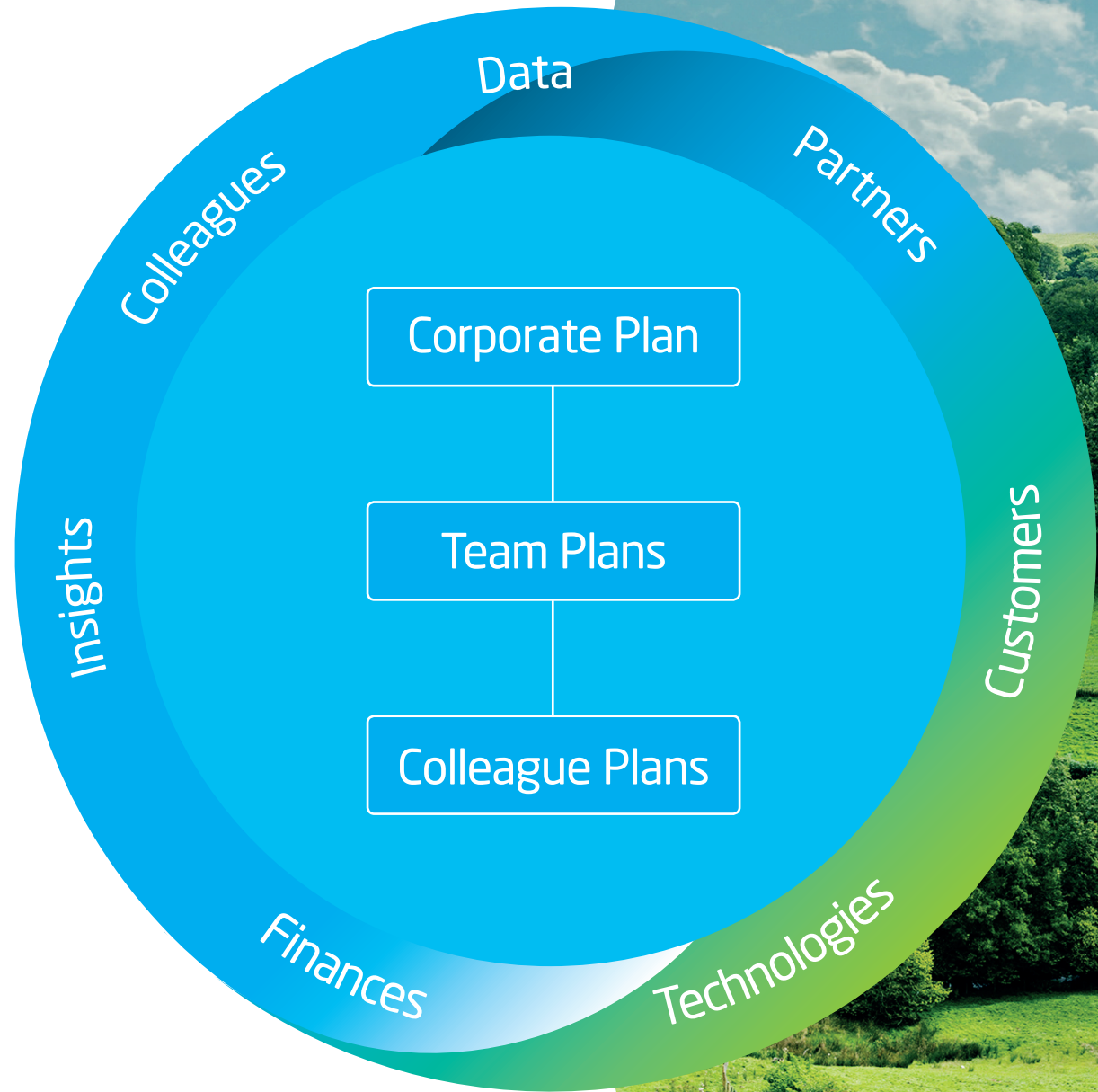
*"Creating Places where People can reach their potential"*





# Our Drivers

The world and the environment in which we operate is changing at an ever increasing pace. Brexit, the housing crisis, welfare reforms and rapid technological changes, all impact on our customers, our communities and our homes. These impacts are helping to drive change across our business. We call this three year transformation programme "Being Connexus". This plan provides a simple overview of where we are headed, capturing one step in our journey and being the anchor point for the golden thread throughout our organisation.





# Our Values

We are a young organisation, we have pedigree and are able to clearly describe how we will behave, operate and interact with others and will be guided in everything we do by our PRIDE values:

**We are Passionate** – We care deeply about our work and our customers and take pride in serving people and communities. This shows in our energy, enthusiasm and commitment to going the extra mile, and building for the future

**We are Respectful** - We deal with people of all ages, all backgrounds, all needs and requirements and we treat everyone fairly, considerately and as individuals.

**We are Involving** – We develop services for people, making sure we listen to what they need and involve them all the way. We learn from our experiences and always look to grow and develop together.

**We are Determined** – When we start something, we see it through. We're decisive, focused, tenacious and work around challenges to find the best outcome.

**We are Effective** – We aim to get it right first time to make the complex simple and to do the simple things well, because that sets the standard and everything else follows. We deliver.

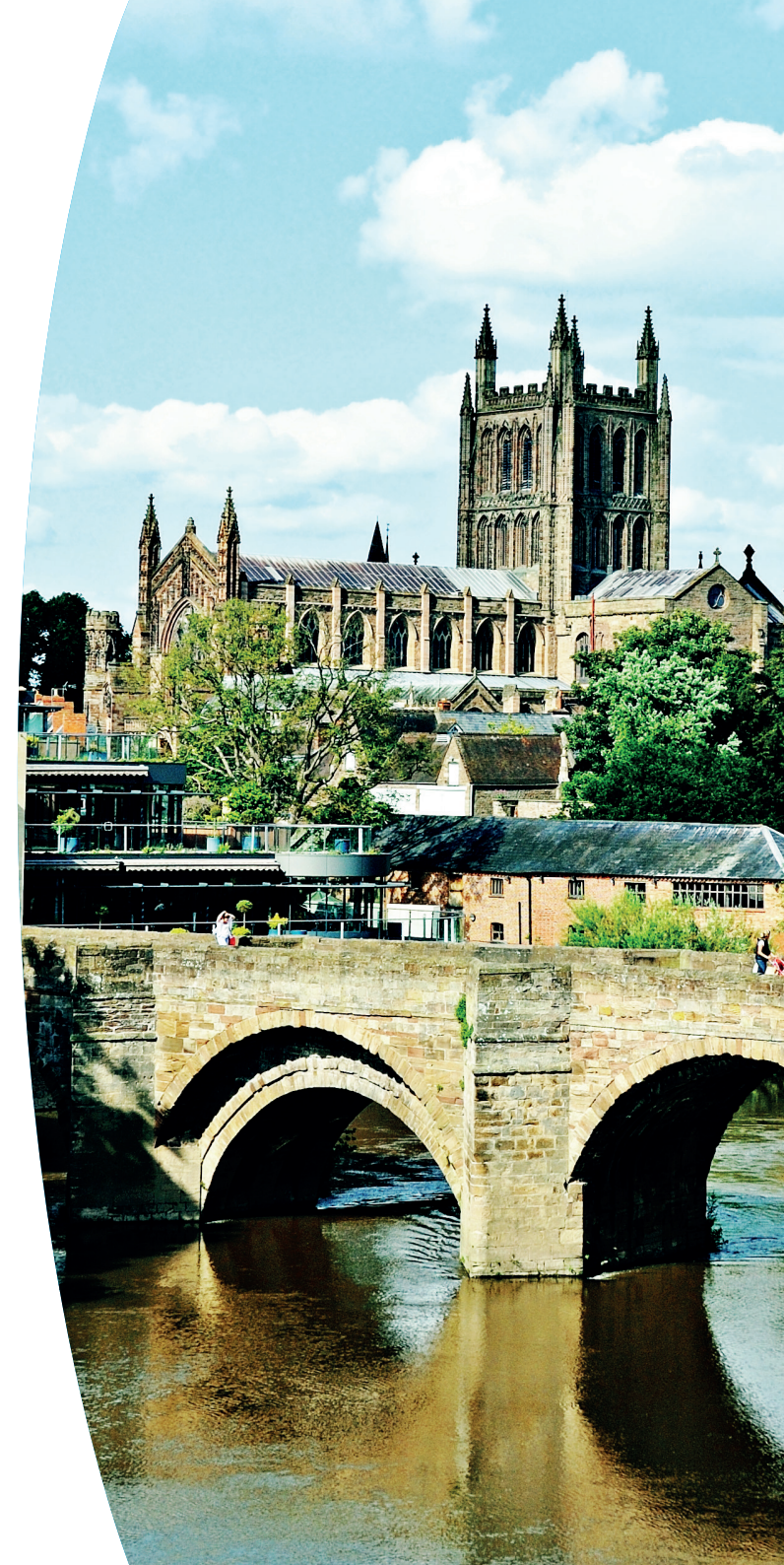


# Our Pillars

We are best able to deliver our purpose by focusing our energy in three key areas **People - Places - Partnerships**. We do this in an enterprising, commercially aware and cost effective way. We call this **Profit for Purpose**, it's all about reinvesting any surpluses we make into our core priorities.

**We measure our success in terms of the returns we achieve on our time, money and resources to: Customers . Communities . Connexus**

Put simply, our first priority is to our customers, but in meeting their needs we act ethically, aiming to add social value to the things we do whilst also being environmentally responsible and financially prudent.





# Our Priorities

We want to make a real difference and are prepared to challenge ourselves and others to change and improve in a range of ways.

## We are **empowering people to meet their needs and aspirations**

By 2021 we will have:

- Helped more people to reach their potential through apprenticeships and learning and development opportunities
- A solid grasp of local housing markets and use of customer profiling to better understand demand to modernise our homes and services
- Helped more people to lead happy and fulfilling lives through adapting homes to meet customer needs
- Been recognised as a great employer by securing Investors in People and retaining and developing a skilled workforce

## We are **providing great homes and sustaining communities**

By 2021 we will have:

- Increased the number of Connexus Homes in management to 11,500 – the right homes in the right places
- A portfolio of homes which are affordable to build, run and maintain by investing in new technology and construction methods
- A simpler and more individual approach to letting our properties by understanding what matters
- Strengthened our reputation as a place shaper by delivering rural community-led housing and urban renewal projects





# Our Priorities

## We are **creating and valuing partnerships**

By 2021 we will have:

- Become the Landlord of choice in Herefordshire and Shropshire and introduce the "Connexus Commitment" home offer to our customers
- Become the 'go to' partner by actively pursuing collaborative solutions with Local Authorities, other third sector agencies and Housing Associations, the Local Enterprise Partnership and the HCA, where they add value to local communities
- Expanded the Connexus menu of support and wellbeing by growing our specialist floating support, Falls Responder services and place based interventions
- A new fleet of low emission vehicles providing a Connexus Repairs service.

## We are **well run, delivering value for money**

By 2021 we will have:

- Retained top governance and viability ratings and be delivering business case efficiencies of over 5% and recurring savings of £2m a year from 2020
- Maintained a strong Value for Money ethos delivering social as well as financial benefits with secure funding to meet our ambitions and "golden rules" in place to keep total costs per unit below £3,000 a year
- Steadily grown turnover of non-"social purpose" activity by carefully blending private rent, shared ownership and outright sale with more affordable homes to support customer needs and sustainable communities
- Simplified and strengthened our market presence with positive peer and customer recognition of the Connexus brand and The Connexus Way of working

Creating Places where people can reach their potential

