

EPIC Housing



# Corporate Plan

April 2024 - March 2027

*Community, connecting,  
and collaboration*



# Introduction

EPIC Housing (EPIC) is committed to working together with our tenants and the wider communities, through understanding of tenants' needs that support and identify opportunities and potential for all to thrive. We know that to successfully deliver on our vision, we need to be clear about 'why' we exist, how we will deliver our vision, and how we can make the best impact and deliver the right outcomes for our tenants and the wider communities.

This Corporate Plan moves EPIC forward beyond regulatory compliance to truly understanding and meeting the needs and aspirations of our tenants. This means ensuring we listen, engage and act on what our tenants say, and that they feel safe in their homes and the wider community. It also means that tenants receive quality services from us, that work for them.

This plan is predicated on having the right people, in the right place doing the right things at the right time, technology and quality information - that works for our tenants, us, and our partners, with the financial capacity to thrive and grow. All these combined enable us to contribute to a future that makes a difference for all tenants and their community.

EPIC works across three local authorities, with the majority of tenants' homes, in Bentilee, Hanley, Meir, and the surrounding areas. Connecting, collaborating and working in partnership will be a key focus to ensure that EPIC is providing the best service possible to all tenants in their homes and the wider community.

The focus of this plan will be on our tenants, their homes and building further confidence in the organisational resilience and foundations in place, to endorse EPIC as a well governed (meeting all regulatory and legal duties), and financially viable organisation.

This plan focuses on the next 3 years of EPIC's continued evolution and is the bedrock for the EPIC brand being seen as an exemplar and trusted by all as a provider and partner of choice.

## To deliver on this over the next 3 years, we have 5 key strategic objectives.



**Tracey Johnson**  
Chief Executive

**Simon Wilson**  
Chair



### Our Vision

Our vision is to empower our tenants with the resources and support they need to thrive, while also making a positive impact on the wider community.



### Our Values

The heart of our culture, which sets the tone for our interactions with tenants, employees, and other stakeholders:

- **FAIRNESS:** We treat people equitably and make decisions based on facts not personal opinions.
- **RESPECT:** We treat people with respect, and act with courtesy.
- **UNDERSTANDING:** We are empathetic, approachable and act professionally.
- **INTEGRITY:** We are honest, dependable and do what we say we will.
- **TEAMWORK:** We work with our tenants to ensure we deliver good services. We believe that using our combined strengths makes us a better organisation.
- **EXCELLENCE:** We take pride in what we do and strive to improve services.



### Our Mission

In order to deliver our vision, we will ensure that every home is safe and that the needs of our tenants are reflected in the services we provide. We will work closely with partners and agencies to enable people to access other services to live a full and good life; developing relationships that are transparent and responsive to the needs of our tenants.

## Our Strategic Objectives



**Tenants**

1



**Tenants' Homes**

2



**Communities**

3



**Information**

4



**People**

5

## Putting it all together...



## ...community, connecting, and collaboration

## Underpinning this Corporate Plan

EPIC understands that tenants' money is precious, and never more so than in the current economic climate and operating environment. Underpinning these 5 key strategic objectives is the organisational commitment that financial resources will be used well. The independence of EPIC is key, and challenging the costs to ensure value is derived from every transaction, complementing, and running in parallel with regulatory compliance is critical to ongoing success for our tenants, their homes, the wider communities, our people and the organisation.

Building financial resilience over the short, medium, and long term will facilitate the delivery of our objectives within this plan. Balancing our financial capacity against the needs of the tenant, their homes and organisational responsibilities will ensure our governance is strong and robust. We know that meeting regulatory compliance, and ensuring timely and accurate financial accounting and reporting will enable the most effective use of finances available to improve the opportunities and potential for all to thrive.

This is at the core of this Plan, because without this, we understand that the achievement of our ambitions would be put at risk.

## How this Plan was developed

This Plan was developed in collaboration with the Board, EPIC colleagues, tenants, and relevant stakeholders. The Plan was shaped by the external and internal environment, including data from indices of multiple deprivation, and impact of the cost-of-living crisis.



# Corporate Plan 2024/27

## Tenants



## Tenants' Homes



## Communities



## Information



## People



### We will..

### Outcomes

Work alongside our tenants, ensuring that their tenancy with EPIC is sustainable, supported and enjoyable.

- Tenants feel safe in their home and know how to access support from EPIC, in tenants' preferred method, and what to do in emergency situations.
- Tenants know the ways in which to have their voice heard and listened to and feel like partners in EPIC.
- We have knowledge of all known issues e.g., domestic violence and safeguarding issues to support and connect to partners.
- Tenants are ambassadors and advocates for EPIC as a housing provider of choice.
- Every tenant will be confident that they will have a minimum of one face-to-face interaction with EPIC every year, either through a partner organisation or an EPIC employee.
- Positive outcomes from a reduction in anti-social behaviour incidents.

Ensure that tenants' homes are accessible, right size, safe, and well maintained and there is clear and timely communication in place for replacing key components e.g., kitchen, bathroom.

- Based on good data, everyone is confident that all property health and safety compliance is in place.
- Every home has a clearly communicated, planned programme for continued maintenance - resulting in fewer reactive repairs and the disruption that these cause to tenants.
- Energy efficient homes that are suitable for modern living and affordable to our tenants.
- Our aim is to ensure that every home is free from damp and mould, with pro-active investment and responsive tenant remedy.

Make the most of our geography and place in the community for the benefit of all. This will be driven by having deep knowledge of every tenant, their community and other organisations in the area.

- We will be recognised as a key contact to connect tenants for all things that matter to them and their home.
- Tenants know what's available in the community in which they live and how to access it, including statutory provision and voluntary agency support.
- Through closer collaboration with others and with improved knowledge of our tenants, and their homes, we will support and connect tenants to services that help their 'pound' go further.
- Tenants are aware of, and connected to, potential opportunities for volunteering and employment to enable better chances.

Make the best use of technology available and be confident in the integrity of the data held to inform decision-making.

- Having the systems and data in place that lead to improved decisions for the benefit of our tenants and their homes.
- Anticipating and exceeding tenants' expectations and hopes through the knowledge and wisdom that good data provides.
- Improved outcomes for tenants and communities – as we are able to make informed decisions and right time, right place actions based on meaningful data.

Develop our culture to enable a great employee experience and opportunities to fulfill everyone's potential, for the benefit of the individual and our tenants.

- Simple and easy to follow processes that reduce bureaucracy and empower all to make decisions.
- No complaints received by EPIC are as a result of poor attitude or behaviour by an employee.
- An organisational structure that is fit for purpose in delivery of the Corporate Plan.
- High levels of staff retention that support and enable stability in the delivery of services to tenants and their homes.
- Available and measurable professional development programmes pertinent to job role.

## Key Milestones 2024/27

SEP 24

- Stronger partnership in place to benefit tenants in relation to food, benefits and fuel (*Tenants*)
- Structure for annual face-to-face interactions with tenants in place (*Tenants*)
- Every home has a known energy rating for work to be planned (as required) (*Homes*)
- All known local amenities and services in main geographic area captured (*Communities*)

MAR 25

- Every core service has tenant feedback structure in place and acted upon (*Tenants*)
- Impact of sustainability strategy being felt by tenants (*Homes*)
- Information captured through stock condition surveys that informs replacement of kitchens, bathrooms, windows, and roofs (*Homes*)
- Tenant information pack that details all partnerships, local amenities, and services. (*Communities*)
- All household information captured to inform and improve decision-making (*Information*)
- Professional development programme in place (*People*)
- Pay policy in place for all staff (*People*)

SEP 25

- Established relationships with key partners to promote tenant volunteering and apprenticeships (*Communities*)
- Tenant self-serve portal implemented (*Information*)
- Customer Service training completed for all staff (*People*)

MAR 26

- Organisational reporting suite that underpins decision-making in place and builds on data assurance (*Information*)
- All tenant and property data is captured and held in a central location (*Information*)
- Cyber Essential accreditation is in place (*Information*)

SEP 26

- Improved service, and timely communication on repairs to tenants through bringing tenants' calls direct into EPIC (*Tenants*)
- Planned programme fully costed and time lined for every home to be at EPC C level (*Homes*)

MAR 27

- All tenants will have received a minimum of 3 face-to-face interactions with EPIC (*Tenants*)
- Community focus has benefited through alignment of homes in main areas of EPIC's geography (*Homes*)
- 80% reduction in the use of spreadsheets for decision-making (*Information*)
- All tenant facing processes will have been streamlined and simplified (*People*)



Our vision is to empower our tenants with the resources and support they need to thrive, while also making a positive impact on the wider community.

If you have any queries in respect of this Corporate Plan, please contact:

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Empowering People,  
Inspiring Communities

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