



Adullam
Homes Transforming Lives



Adullam Homes
**Corporate
Strategy**
2025-2030

Foreword

Welcome to Adullam Homes Housing Association's Corporate Strategy, in which we set out what we aim to achieve over the next five years, and the vision and values which will be the basis for everything we do.

Adullam has been providing quality housing and support services since 1972.

We work with local authorities and other public sector partners to house and/or support 1,000 people at any one time .

We put our clients at the centre of everything we do and work with them to help them achieve stable lives and realise their full potential.

They include ex-offenders, expectant and new mums, people with mental health issues, recovering addicts, asylum seekers, survivors of domestic abuse, those homeless or at risk of becoming homeless, young people leaving

care, and Unaccompanied Asylum-Seeking Children (UASC).

As well as the local authorities by which we are contracted, we collaborate with a wide range of partners including community groups, third sector organisations, and other housing providers.

We have strong assets which will be vital to achieving the targets we have set ourselves; we have more than 400 homes, owned and leased, and resources at our disposal include significant cash reserves. We can boast a multi-award-winning workforce with people who are motivated and dedicated to improving the lives of others.

Over the next five years, we have an ambitious Asset Management Strategy which outlines our plans for greater investment in our current housing stock, the disposal of old, inefficient properties, and the building of new, affordable homes. These properties will complement our existing work and will also support new growth in areas such as children's services.

The quality of our systems and practices are verified by external parties; we are Ofsted registered; Cyber Essentials certified, hold Investors in People Silver, and have been awarded RoSPA Gold status in H&S.

Looking ahead, we want to build on what has already been achieved and expand our existing services to help even more people and will also explore new markets and locations.

There are, of course, challenges to overcome in achieving this. Changes in legislation and regulations set new standards and targets we

need to achieve, continuing economic pressures, and environmental issues all need to be considered.

We always put tenants, residents and service users at the heart of everything we do, involving, engaging and coproducing with them to deliver the quality of services they expect and deserve.

We are excited to continue our journey, working within a Christian ethos to provide quality services that are inclusive and ensure social justice and respect for all.



Introduction

Adullam provides a range of housing and related services including supported housing and children services. We operate in a number of areas, principally the Midlands, the North, Northwest, and North Wales.

Financially Adullam has a turnover of around £16 million. Turnover has increased in consecutive years.

Adullam operates in a regulated environment as a Charitable Community Benefit Society

registered with the Financial Conduct Authority and is a Registered Provider with the Regulator for Social Housing. The Association is also subject to Ofsted regulations.

The Association has a Board and supporting committees covering People, Operations, and Finance, Audit and Risk Management.

Adullam values & behaviours



Valuing the Individual: Listen and give time to the feelings and views of others.



Integrity and Fairness – Do the right thing even when no one's looking.



Striving for Excellence – Are open to change and new ideas. Always improve on yesterday's performance. Are the best they can be, by identifying and delivering continuous improvements. Motivate others by playing an active role and encouraging them.

Where we want to be in 2030

- Be an independent faith-based organisation underpinned by robust governance, effective leadership, and sustainable financial management.
- Pursue strategic partnerships with aligned organisations where mutual value creation and service diversification enhance outcomes for vulnerable tenants, residents and service users.
- Financially self-supporting.
- Thriving tenants, residents and service users (TRS).
- Remain a provider of choice.
- Building on our assets.
- An employer of choice.
- Skilled staff.
- Increasing our investment and financial profile.
- Working within a Christian ethos to provide quality services that are inclusive and ensure social justice and respect for all .

Regulation

Adullam operates in a complex regulatory environment, presenting valuable opportunities to demonstrate our strong commitment to compliance with:

- The Regulator for Social Housing's Consumer and Economic Standards
 - Tenant Satisfaction Measures (TSM)
 - Ofsted regulations
 - Housing Ombudsman Code
 - Building Safety Act
 - Data protection legislation
 - Awaab's Law and the new Home Standard
 - Supported Housing (Regulatory Oversight) Act (SHROA)
 - Consumer Standards
- Changing legislation (Renters' Reform, Freehold and Leasehold Reform) and the Government's new Housing Strategy and rent setting regime provide future challenges, as do the existing and significant issues around zero carbon/decarbonisation and combating damp and mould.

Adullam's Assets

Adullam has a strong set of assets these are:

People

- Staff: over 200 hardworking and motivated colleagues.
- Volunteers: a number of committed and enthusiastic volunteers.
- Tenant, Residents and Service Users: we are continually developing how we engage with our TRS's in the shaping and delivery of our services.

Property

- Tenure and Type Mix: we have over 400 homes across our areas of operation including both owned and leased properties.
- Condition: our property is generally in good condition, and we will be developing our Asset Management Strategy in the future using stock condition data currently being collected and analysed.
- We plan greater investment in our current housing stock, the disposal of old, inefficient properties and the building of new, affordable homes.

Resources

- We have a strong Business Plan which is stress-tested annually for a range of scenarios.
- We have significant cash reserves and an active Treasury Strategy.
- We demonstrate the Social value of what we do and are developing this further.
- A key resource is our partnerships with local authorities in our operating areas.
- We have an active programme of bidding for contracts and other funding sources.

Adullam Homes Strategic Pledges

There are five pledges covering the themes of **Homes, Investing in our Workforce, Managing our Resources, Being the Best We Can,** and **Consumer Regulation and Compliance,** with key priorities sitting under these. Team workplans are aligned to the **Strategic Pledges** and for each pledge we have identified **Strategic Priorities.**

Homes

We will provide good quality, safe, affordable homes that are well managed and meet the Tenant Satisfaction Measures set by the Regulator.

- Keep properties in good repair and meet the Decent Homes Standard.
- Repairs completed within target timescales and satisfaction with repairs.
- Maintaining building safety, well maintained homes that are safe to live in - gas safety, fire safety, asbestos safety, lift safety, and electrical safety.
- Effective handling of complaints, compliance with Housing Ombudsman Complaint Handling Code, and demonstration of learning from outcomes.
- Engage TRS to ensure an opportunity to voice perspectives on relevant issues, embed a culture of coproduction, inclusion, and engagement. Develop an effective Scrutiny Panel to support policy and operational effectiveness.



Investing in our workforce

We will invest in our workforce, the frontline staff, managers, and central teams who enable us to deliver quality housing and support and make it possible to restore hope and dignity in those we serve.

We commit to:





Managing our resources

We will make the most of our resources and demonstrate how we balance cost, quality, and performance.

- We will ensure our business remains financially strong and complies with the guidance of and approval by Board.
- Develop services where we have established partner relationships and can demonstrate added value to our current regional delivery.
- Central services support delivery of relevant strategic pledges via effective work plans.
- Work closely with ASE to leverage in grant funding to support social value delivery.
- Obtain effective and reliable data in respect to our stock quality underpinning any investment decisions.
- Procurement of suppliers.
- Contractors.

Being the best we can

Working collaboratively with our tenants, residents, and service users to meet the challenges they face, finding innovative solutions through agreed feedback mechanisms to improve the quality of our services, and a focus to value lived experience.

- Good communication, keeping tenants, residents and service users informed.
- Progress positive change with our national scrutiny forum.
- Accessible and regular reporting of Key Performance Indicators.

Being the best we can

- Investment to access external consultancy to enhance the work we do.
- Work collaboratively with statutory and non-statutory services to improve outcomes for our tenants, residents, and service users in need of support.
- Celebrate success and positive outcomes at every opportunity.
- Implement, monitor and review policies, seeking 3rd party assurance.
- Demonstrate quality assurance of contracts with local authority partners and compliance with our Regulators.
- Provide social value to all stakeholders, and demonstrate value for money.

Consumer regulation & compliance

We will ensure we are compliant with all Consumer Regulation requirements whilst keeping our TRS safe, involved, and at the heart of the business and services we deliver.

- **TSM** - continue to work with our TRS and ensure data captured improves the services we provide.
- **Consumer Standards** - monitor Adullam Homes Consumer Standards Self-Assessment to facilitate a structured approach to evaluating, evidencing, and improving adherence to these standards.
- **Ombudsman** - continued compliance against Self-Assessment.
- **SHROA** - compliance with the Government's proposed licensing regime

for supported housing across England, and new National Supported Housing Standards for the support provided.

- **Procurement Act** - ensure value for money (VFM), transparency, openness, and fairness within procurement processes and that procurement contracts are more accessible to small businesses and social enterprises.
- **Ofsted** - compliance with regulations.

Measuring what we do

Adullam measures what it does in a variety of ways including both internal measures such as Key Performance Indicators (KPI) and a Balanced Scorecard, and external assurance from audit, Ofsted inspections, and Investors in People.

Relevant milestones and outcomes are reported to Board as part of the Board assurance framework, alongside the Risk Register, reports on internal controls, management accounts, and audit/inspection outcomes and Balanced Scorecard KPI. The Executive and Senior Leadership Team provide assurance to Board over the key controls in place that mitigate the business and exceptional risks that may threaten the achievement of our objectives.

We have a Strategic Risk Register which is reviewed regularly, and we undertake an annual staff survey.

Supporting strategies, policies and plans

A number of key strategies, policies and plans will help deliver Adullam's vision and values. These key documents are:

The Business Plan

Business/Operational Work Plan Actions 2025-26

Strategic Risk Register

Coproduction Strategy

Asset Management Strategy

Ofsted Business Plan

Value for Money Strategy

Procurement Strategy



Tenants, Residents, and Service-Users



Board



Ofsted

Our Stakeholders



Local Authorities



Regulator of Social Housing



Staff