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we are
aspire

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weareaspire.org

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aspire



people first

Corporate Strategy

2019 - 2024

Revised August 2020

About our business...

Three distinct but complementary businesses form **we are aspire**: Aspire Housing, PM Training and Realise charity. Together, we blend commercial expertise with social purpose and revitalise communities by providing homes, training, employment, and support.

We are a community anchor organisation, investing our resources and working in partnership to maximise our social and economic impact.

In 2017 we were awarded the Queen's Award for Enterprise for Promoting Opportunity, a first in our sector.



A leading housing provider, property developer and place shaper.



The largest provider of apprenticeships for young people in Staffordshire.



Our employment and skills charity supporting people in our disadvantaged communities into work.

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Our values

we are ambitious

Challenging ourselves to test the boundaries of conventional thinking and go the extra mile for our customers and communities for results that exceed expectations.

we are creative

Looking to improve our solutions and create new original versions with even better outcomes for our customers, partners, colleagues, and communities.

we are collaborative

Working together, sharing knowledge, ideas and best practice with a collective passion, energy, and mutual respect – all of which ensures we are Building Better Futures.

Our vision...

Building Better Futures by putting People First

As a group, we are focused on Building Better Futures, by putting People First. We do this by living our values; being ambitious, creative, and collaborative and always striving to work in a smarter, simpler, slicker way.



Our strategy



Our strategy is to maximise the social and economic impact of all parts of the group, to ensure our communities prosper. This remains relevant and continues to serve us well, even through and following a national emergency like the coronavirus pandemic and lockdown of 2020.

Everything we do, in Aspire Housing, PM Training and Realise charity will focus on our customers. We will do this with a strong focus on adding value in the communities of North Staffordshire as a provider of homes and training and an employer of over 400 local people.

We will do this through a number of key themes that have been updated to reflect the challenges and opportunities in a post-coronavirus operating environment:

1 Governance and engagement

We will review our Governance framework to ensure that we remain resilient and can quickly respond and adapt to change, be decisive in resetting our direction of travel, and hear the customer voice. We will institute a “Seeing is Believing” programme to encourage all those associated with **we are aspire** to get out and meet tenants and learners. We have signed up to the National Housing Federation’s “Together with Tenants” programme and will adopt the Transparency Charter to ensure our tenants can hold us to account for the quality of our service.

We will establish a range of inclusive mechanisms for tenants and learners to share their views on our service.

We will research good practice and learn from our experiences. We will review our current engagement mechanisms and establish clear lines of communication back to Board. We will review how we communicate with tenants and learners and expand the ways in which we can create a dialogue together.

2 Our culture

We will engage with our colleagues better and hold managers to account for creating a people first culture that is supportive, promotes aspiration while enabling us to be agile and flexible to changing customer and business needs. We will establish a range of People First activities and initiatives to support our people to do their very best.

We aim to be an organisation where people are proud to work. We will ensure all colleagues are trained in customer service excellence. We will continue to act as a hub for learning, offering a range of apprenticeships, internships, and work experience to meet aspirations and provide colleagues with the flexible skills needed for the future.

We will ensure our capacity is used to the advantage of local people and help them into work.

We will show local businesses, charities, and organisations what they can do through their employment capacity and support them to do more through PM Training and Realise charity.

We will ensure our colleagues are listened to and supported when they need help.

We will develop an adaptable workforce model to develop our colleagues’ transferrable skills, to enable us to respond quickly to changes in our operating environments.



3 Our resources

We will remain financially resilient no matter what so we can shield our tenants, learners, and colleagues.

We will be ‘digital first’ and ensure our IT systems are fit for purpose and for the future. We will support our colleagues to be truly agile, so that workflows are seamless and secure as information flows from device to device and place to place. Our investment in IT will ensure our customers access our services in the manner and time that suits them, through the methods they choose.

We will have flexible workspaces rather than fixed office bases to enable innovative, creative, and collaborative working.

We will drive value for money throughout the business and support our local supply chain to ensure that more resources are targeted at local need.

We will be ‘sustainable first’ and focus on achieving positive environmental impacts.

4 Our communities

We will work alongside key partners and stakeholders, using a locality model to establish comprehensive neighbourhood plans and masterplans that align around shared objectives to improve life chances within communities.

We will undertake research on our communities to target our resources most effectively.

We will improve the quality of life in our communities and measure what it feels like to live there.

We will take a leading role as a community connector in our work with local partnerships, voluntary organisations, and our health partners to ensure we effectively serve those most disadvantaged in our communities.

We will institute more choice for our tenants, invest in attractive communal areas and estates, and will focus on establishing a “curb appeal” in our communities.



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5 Our housing offer

We will target our resources to ensure our housing offer is supportive, fit for purpose and new build development acts as a catalyst for regeneration in our communities. A key focus will be our offer for older persons, investing, remodelling, and re-energising our sheltered housing stock. We will explore opportunities to create closer links between our Maintenance and Homeworks services to ensure the best outcomes for tenants, learners, and customers.

We will focus on improving repairs to ensure value for money, right first-time service, and consistently high levels of customer satisfaction.

We will deliver “My New Home”, a People First approach to nominations, allocations, lettings, and voids to improve the customer experience.

We will adopt more joined-up methods, bringing together housing repair, management, wellbeing, and support services into smaller teams that are accountable to discrete neighbourhoods.

We plan to build over 1,400 new homes of affordable rent, sale and shared ownership through our group structure and our sales brand Cerris Homes by 2024.

We will raise additional funding to create the capacity to build even more new homes during the Corporate Strategy period.

6 Our skills offer

We will put the learner at the heart of all we do and help them to achieve their aspirations.

We will meet the needs of learners and local employers both now and in the future.

We will support local businesses by improving their productivity through workforce development programmes. We will ensure our work on supply chains enables organisations to demonstrate their Corporate Social Responsibility and offer a wide range of opportunities for young people.

We will strengthen the financial and operational resilience of PM Training, and expand our commercial Homeworks service, to benefit more learners, ensure high standards are maintained, and make a healthy financial return.

We will include our skills offer within our communities as part of our neighbourhood plans, ensuring joined-up working throughout **we are aspire**.

7 Our charity

To maximise the social impact from Realise funding and help the recovery from the local economic fallout of the coronavirus pandemic and lockdown of 2020, we will focus on supporting people in our most disadvantaged communities to overcome barriers to employment & training and raise aspirations.

8 Measures

We will establish ways in which to measure our impact meaningfully, starting with a baseline for our current social and economic impact. We will establish consumer metrics as a key focus of organisational progress.

We will report to Board our management accounts, our value for money metrics, our consumer and colleague metrics and will undertake a social and economic impact assessment annually which, taken together, will enable us to measure the success and impact of this strategy.



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