Making The Difference
Raven’s Strategic Plan 2018

Raven exists to make a difference to the lives of people that we house and support. Everything we do should be measured, and evaluated in these terms. The biggest difference we can make is giving someone a safe and secure place they can call home. But after that, we can do so much more.

Our new strategy – Making The Difference - will seek to do this. It will work to identify what we can do that makes the most significant difference to people’s lives and will develop ways to make that happen.

This will make a difference to Raven too. We will be seen differently. We will start to measure different things, and value things we (but not our residents) have long taken for granted, and we will have to think and act differently too.

Making The Difference is a long-term plan, and whilst we know where we want to go, we don’t yet know precisely how we will get there, but those journeys are always the most exciting.

Raven's route for the future
Our work over the next year will focus on:

- **Homes:** Providing a new affordable home for 630 households, and in the process add 230 new homes to the housing stock of Surrey and Sussex.
- **Lives:** Creating choice and opportunity for our residents and customers within the communities we serve.
- **People:** Great place to work where people are inspired and valued.
- **Capacity:** What we pay attention to leads to ease of doing business, and maximum financial capacity to invest in more homes and services.

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Raven Housing Trust
Building Homes: Changing Lives

Raven is a social business investing in homes and lives across Surrey and Sussex to create flourishing communities.

Raven’s story so far:
Raven is one of the region’s most successful social businesses. Created in 2002, over the past 16 years Raven has built more than 1000 new homes, invested £170 million to upgrade existing homes, and dramatically improved our range of high-quality services.

Over 85% of customers say Raven is excellent or good.

www.ravenht.org.uk
We will do this by:

**Developing strategic direction and creating growth**

**Insights:** We will gather and analyse data and information to inform insightful strategic choices

**Growth:** We will create a growth strategy to enable a balanced portfolio of new products and services

**Brand:** Maximise our Brand to become a valued landlord, provider, partner and employer of choice

**Delivering products and services**

**Homes:** We will deliver homes for commercial and social return

**New Products & services:** We will deliver a balanced portfolio that supports our long term financial and social sustainability

**Existing Products & Services:** We will optimise our existing products and services to ensure we deliver the best value for Raven and our residents

**Building Customer and Partner Relationships**

**Customer Experience:** We will deliver more online services to our customers enabled by Digital Maturity

**Tailored Services:** We will deliver tailored services to clear customer segments to support resilience and create opportunities

**Partnerships:** We will collaborate and work with partners to realise our strategic objective

**Driving efficiency and creating capacity**

**Capacity:** Evaluate and maximise all assets to drive efficiency and create capacity

**Efficiency:** We will design our processes and systems by harnessing digital platforms, embedded with continuous process improvement

**Transforming Raven through our People**

**Digital:** We will establish an agile, digitally abled workforce focused on customer needs, maximising efficiencies and VFM

**Organisation Design:** We will ensure our OD principles deliver the best structure, with the right and appropriately skilled people to deliver our strategic plan

How we measure our success:

As a social enterprise our success is not measured through the bottom line alone but by our impact on people’s lives – not just that of our customers but their neighbours and the wider community. We will measure our impact, and always seek to improve the value for money that we provide.