

OPPORTUNITY AND IMPACT OUR PLAN TO 2031

OUR 2026-27 BUSINESS PLAN

At Clanmil, 2026-27 will see us take our first steps towards the successful delivery of our bold new Opportunity and Impact Strategy as we start out on an exciting journey towards 2031.

Our new strategy sets out our vision for the future and is built on four pillars. Our priorities for the year ahead in each of these areas are set out below. This is what we plan to achieve together for our customers, communities and for each other over the next 12 months.

PILLAR 1: CREATE AN EXCELLENT CUSTOMER EXPERIENCE

We will...

- Progress the development of our customer resolution centre where enquiries are resolved the first time customers contact us.
- Get to know our customers better, including through home visits, and use this information to deliver services that achieve 80% customer satisfaction.
- Introduce a refreshed Customer Strategy to guide delivery of an excellent customer experience that achieves a customer service accreditation in 2027-28.
- Introduce morning and afternoon appointments for repairs and provide online tracking so that customers can see real time progress.
- Resolve 85% of complaints at stage one of our complaints process.
- Continue to evolve our approach to customer engagement using the learning from our Supporting Communities silver customer engagement accreditation.
- Publish standards of service for our money advice team and work towards securing £3m of additional income for customers.
- Implement a new Service Charge Policy.

PILLAR 2: SCALE UP FOR THE HOUSING CHALLENGE

We will...

- Address housing need by using all potential construction and delivery models to begin construction of 300 new energy efficient homes.
- Handover 159 new homes to people on the housing waiting list.
- Continue to build a landbank to support our development pipeline.
- Explore development opportunities that could deliver homes for sale from 2027-28.
- Increase the number of private rented homes we provide.
- Work with Belfast City Council to progress the inner North West housing led regeneration project.



PILLAR 3: INVEST IN SAFE, DECENT, ENERGY EFFICIENT HOMES

We will...

- Robustly manage our response maintenance contracts to complete 87% of repairs on time and achieve 85% customer satisfaction with our repairs service.
- Continue to grow our in-house maintenance team to help provide a truly responsive, customer focused service.
- Ensure all Clanmil homes comply with gas and electrical safety requirements.
- Resolve any incidents of damp or mould in a timely manner.
- Carry out stock condition surveys on 20% of our homes.
- Agree and manage a programme of investment to ensure our existing homes remain modern, safe and comfortable.
- Complete at least 90% of home adaptations within the agreed timescale.
- Monitor maintenance spend to ensure a balance of 60% planned/preventative works and 40% response.
- Ensure all Clanmil homes meet the Decent Homes Standard by 31 March 2027.
- Carry out works that ensure 90% of Clanmil homes are energy rated at least EPC C by 31 March 2027.
- Deliver year 3 of our Environmental Strategy and play our part in protecting our planet for future generations.



PILLAR 4: BE A FUTURE READY ORGANISATION

We will...

- Ensure our homes are occupied as much of the time as possible, helping to reduce the number of people waiting for a home and the amount of income lost due to empty properties.
- Achieve a 5% efficiency saving in operational costs to fund the delivery of additional community support activities such as breakfast clubs.
- Introduce a new People and Culture Strategy to ensure that Clanmil is a workplace where people thrive and that we have a truly customer centric culture.
- Identify the skills and knowledge needed to deliver our new strategic plan and implement an action plan and training programme that attracts and retains these skills and talent in Clanmil.
- Seek Department for Communities/ Northern Ireland Housing Executive approval to deliver a further two Housing for All schemes.
- Introduce a new Rent Policy.
- Deliver year 1 of our new Digital Strategy and ensure we have useful, reliable data to support effective decision making and appropriate cyber security.
- Procure and begin the implementation of a new integrated housing and asset management system.
- Explore smart technology and AI tools that can proactively predict maintenance requirements in our homes to inform long-term maintenance programmes.
- Carry out an independent governance review and implement systems to restore our regulatory rating.

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