

Better lives for all

Corporate Strategy
2021-2024



Foreword

◀◀ **Octavia has stayed true to its social purpose for over 150 years**

Octavia has stayed true to its social purpose for over 150 years as we have continued the pioneering work of our founder, Octavia Hill, in providing homes, support and care for people in central and west London.

Operating in some of the most expensive parts of the capital, we have built on this legacy through our unique offer that puts people and communities first.

The economic and social impact of the pandemic has been the biggest health emergency the world has faced in over a generation. The disproportionate impact on some groups of society has laid bare pre-existing inequalities. Addressing the economic and social impact on our residents and communities is a key consideration in shaping our corporate strategy.

Our ambition is to be an exemplar organisation, harnessing the skills and commitment of our people and stakeholders as stewards of our legacy. We will build sustainable homes and places that future generations will enjoy and be proud of, for the common good.

Octavia

We empower people with opportunities for a better life and enable communities to be thriving places to live. Like our founder, we believe in the power of connections to improve lives. We believe in building and sustaining diverse communities that enrich the lives of everyone.

Our vision

Vibrant communities,
better lives for all

Our purpose

Delivering equality
through homes, support,
and opportunity

We know that more equal societies benefit everyone. The homes and services we provide directly benefit individuals and neighbourhoods as a whole.

Our strategic pillars, and the goals under each pillar, form the roadmap towards achieving our purpose.

Our strategic pillars

- ▶ Tackle inequality
- ▶ Optimise our impact
- ▶ People-centred
- ▶ Modern and engaging
- ▶ Build our legacy

Our values

RELIABLE
RESPONSIVE
RESPECTFUL
RESOURCEFUL

We will deliver our goals, staying true to our purpose and underpinned by the values that we live and breathe.

Our Vision

Vibrant
Communities,
Better Lives for All

Our Purpose

Delivering equality through homes,
support, and opportunity

Our Strategic Pillars

Tackle inequality

Optimise our impact

People-centred

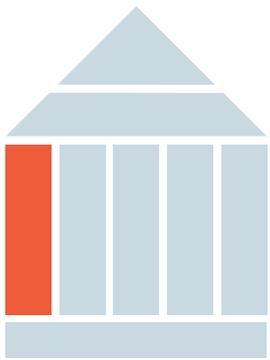
Modern & engaging

Build our legacy

Our Values

Reliable, Responsive, Respectful, Resourceful

Tackle inequality



Everyone deserves opportunities to reach their full potential, to be supported and hopeful, able to imagine and plan for a better future. We know there are inequalities that impact on our people and these have been exacerbated by the health, social and economic effects of the Covid-19 pandemic.

Our goals to tackle inequality

Access to service / tackling income inequality

We will ensure our service is accessible to those who need it, to support diverse communities. We will provide financial inclusion support, work opportunity, and facilitate entrepreneurship, to help build financial resilience.

More, and maintain, quality homes

We will build and maintain more quality homes across tenures, providing affordable homes for people who need them, and creating spaces for people to thrive.

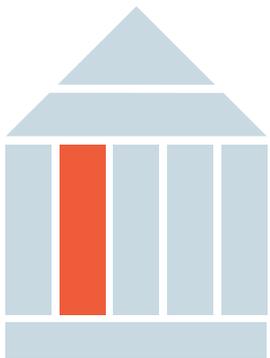
Catalyst for inclusion and social justice

We will work with our partners to be a catalyst for inclusion, opportunity and social justice in our communities.

Talented and representative staff

Our staff and the Board will be representative of our diverse communities at all levels. We will recruit, promote and retain the best talent.

Optimise our impact



Our service will have the optimal positive impact on people's lives. The agility and innovation we demonstrated in the last year shows we have the ambition and capacity to provide an outstanding service as a landlord, as a provider of care and support, and in our communities.

Our goals to optimise our impact

Exemplary services

We will listen and respond to the people who use our service to ensure it is responsive, reliable, respectful, and resourceful. We will lead our sectors in responding to current issues.

Impact in communities

We will offer opportunity that increases people's chances of having positive outcomes and enables communities to thrive. Our homes will be affordable to the people who need them.

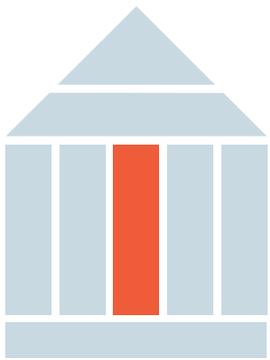
Economic, efficient and effective

We will embed value for money in our working culture through our economic, efficient and effective operating model.

Strong partnerships, respected voice

We will be resourceful with the connections we have formed and the influence we have, to deliver more for the people we seek to help.

People-centred



Octavia will foster an inclusive and diverse workforce where development and reaching your potential is actively encouraged. We will support our staff and the people who use our service to maintain their wellbeing in these challenging times.

Ensuring our people are safe and supported remains paramount. We will be focused on ensuring the resident voice is heard at all levels of Octavia, to deepen our understanding of what people and communities need to thrive.

Our goals to be people-centred

Strong resident voice, greater customer insight

We will respect the resident voice at strategic and local levels. We will listen to feedback to deepen our customer insight and use this knowledge to target support in our communities.

Safe and supported

We will focus on safety and wellbeing so that our residents are safe and secure in their homes, community wellbeing is supported, and people have confidence in their futures.

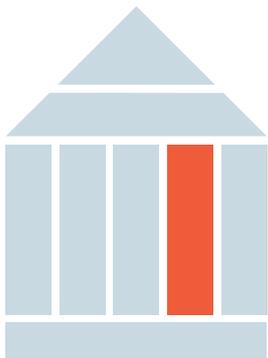
Maximising potential

We will create opportunities to grow skills and abilities to support people to reach their potential.

Destination employer

We will be the employer of choice, supporting our colleagues to thrive and to deliver on our shared objectives.

Modern and engaging



Engagement and trust form the foundations of our plans to modernise and remain relevant. Resident expectations are changing fast and Octavia will keep pace and anticipate the changes to be agile, ensure the best use of technology and to innovate. Our modernisation programme will focus on four areas: technology, data, people and delivering value.

Our goals to be modern and engaging

Smart technology and digital future

We will optimise the benefit from existing and new systems. We will use technology and digital services to be inclusive, and to enhance the customer experience and the customer journey.

Agile and evidenced based

Our robust data and agile processes will enable us to make evidenced based decisions, provide assurance, and support strong governance.

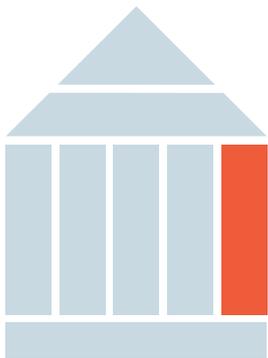
A workplace for today and for the future

Our workplaces will enable connection and collaboration. Everyone will have the same experience wherever they work.

Culture of engagement and trust

We will promote a culture of engagement and trust, enabling open dialogue and connections for our people.

Build our legacy



Octavia holds the SHIFT Gold standard for commitment to environmental sustainability and will continue its commitment to help tackle the climate emergency.

We will be focused on being the stewards of a proud legacy dating back to 1865 through strong governance led by our Board and Executive team.

We have in place our 30-year Long Term Financial Plan, which models financial risks and is subjected to stress testing to ensure our plan is sound and robust.

Our goals to build our legacy

Invest in sustainability and the future

We will invest in the future, focused on people, services, property, technology and sustainability, and towards our net-zero carbon ambition.

Our Golden Rules

We will keep well within our Golden Rules, monitoring performance against the rules continuously, with triggers in place to anticipate adverse trends, to secure our financial future.

Transparency and strong governance

Our governance will remain strong, with robust risk management and stress testing in place. We will be transparent with stakeholders, and meet all legislative and regulatory expectations.

Financially strong

We will adhere to our long-term business plan, deliver value for money across our business, improve our operating margin, and will continue to be focused on being financially strong.

Steward and pioneer

In 1865, **Octavia Hill** took management of her first three properties to provide housing for low-income families. By the time of her death in 1912, she managed just under 2,000 homes and had started the social housing movement. Today, over a quarter of households in the UK live in social housing.

Octavia Hill recognised, as we do today, that the context in which we work changes over time.

To continue her legacy we need to anticipate change, modernise, and play our part in moving forward the sectors in which we work.



New circumstances require various efforts, and it is the spirit, not the dead form that should be perpetuated...What we care for most to leave them is not any tangible thing, however great, not any memory, however good, but the quick eye to see, the true soul to measure, the large hope to grasp the mighty issues of the new and better days to come – greater ideals, greater hope and patience to realise them both.

Octavia Hill

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