

A photograph of a multi-generational family sitting on a couch. On the left, a young girl with curly hair and a white shirt holds a grey pillow. Next to her is a man with dark hair and a beard, wearing a blue and white plaid shirt, smiling. In the center, a woman with dark hair tied back, wearing a white jacket, is looking down at a chessboard. A young girl with curly hair, wearing a floral dress, is also looking at the chessboard. On the right, an older man with white hair and a beard, wearing a blue shirt, is leaning over the chessboard. The background is a bright window with white curtains.

TWENTY **11**

Our Business Strategy

2024-2027

Chairman's foreword

Building on our successes within Twenty11 is an important and exciting next step for us. We are keen to grow our unique offer and expand the work we do with our tenants, partners and stakeholders.

Exploring the new investment requirements to further develop our digital services and how we engage with tenants remain high priorities. We are also excited about the part Artificial Intelligence (AI) will play in supporting our future plans and growth. Setting a path towards long term success is now a key focus for the business – we have a proven concept so the time is right to scale up our offer to the community and our partners.

Twenty11 has always been an innovative organisation and now we have the opportunity to take things to the next level and open up new opportunities for our tenants and the community.

Back in 2016 when Twenty11 was formed, we had the opportunity to create a new type of housing provider that could address the concerns tenants had been expressing about how the existing model used by housing associations did not meet their needs or support their desire to improve their lives. We had a vision of a new and different type of organisation, that was able to respond to modern-day challenges and to provide tenants with more than just a home, focusing on what matters - putting families and households at the heart of the decision-making process.

While understanding that an affordable home is important, we also wanted to make a positive impact on people's lives through other ways.

After our successful pilot and trial phase it is now time for us to look to the future and make sure we continue to find ways to tackle the housing shortage and help families in housing need.

We have big ambitions for the next three years to help us realise our vision of growth and expansion to further establish our new solution for the housing sector. First and foremost, our strategy focuses on creating a sustainable organisation with the ability to grow and bring the Twenty11 model to more tenants, benefitting the individuals and in turn the communities in which they live.



Paul Turner
Paul Turner
Chairman



Alan Keers
Alan Keers
Chief Executive

What our tenants say



Twenty11 offers personalised support to tenants, including flexible tenancy plans, easy communication through a portal or video calls, and a smooth renewal process. This makes it easier for tenants to succeed in their homes.

Charmaine



The Twenty11 team will help you build on your aspirations and assist you with your goals.

Tendai



Twenty11 helped me with the decoration of my flat, they provided me with vouchers which made my flat feel like a home.

Phil



I highly recommend Twenty11 because it's very interactive.

You genuinely care about your tenants; I recommend you to all my friends.



Scan to find out what our tenants have to say



About Twenty11

Twenty11 is a wholly owned charitable housing company of Red Kite Community Housing, and is the first true example of a new organisation borne from the freedoms stemming from the de-regulation measures introduced through the Housing and Planning Act 2016.



Twenty11 is a sector-first organisation offering homes with rent levels that are based on an individual household's ability to pay.

The approach was designed with and driven by our tenants and aims to provide new solutions to issues that affect the local community. Tenants told us these were:

- unaffordable private sector rents and benefit dependency
- anti-social behaviour
- lack of flexibility when life unexpectedly changes
- lack of sense of belonging in the community
- a desire to communicate and engage with their landlord more positively.

Initially set up as a 6-month pilot, we welcomed our first tenant in September 2018 and gained Board approval to become permanent in 2022 following a comprehensive review of the model in partnership with Sheffield Hallam University.

Where we are now:

Operational



343 homes and counting!



8 members of staff



98.3% of tenancies renewed

Performance



Average Tenancy Sustainability Licence of 106 points



40% of tenants have a Personal Success Plan



£40,000 budget for Aspiration Pot

A great deal has happened since we formed Twenty11. The next stage of our journey is to map out our strategy for the next 3 years to ensure this exciting new housing solution goes from strength to strength.



Our vision and values

Our focus is on creating a sustainable organisation with the ability to grow and bring the Twenty11 model to more tenants, benefitting the individuals and in turn the communities in which they live.



Twenty11 is a new solution to housing that truly realises the potential of the community.

As the first company of its kind in our sector, Twenty11 provides a fresh way of letting and managing homes. The model allows us to offer a fair housing solution by tailoring rents to individual affordability, and allows tenants at all income levels to develop and realise their own personal aspirations through dedicated help and support.

Our Values:

Partnership

We cannot achieve our purpose alone, or as individuals acting alone. We want to work with others who share our purpose and values. Our tenants, volunteers and staff work together to achieve success.

Respect

We value everyone and seek to enable every individual to realise their potential.

Pride

We strive always to be the best we can, learning from our mistakes and celebrating our successes.

Twenty11 allows us to offer a fair housing solution by tailoring rents to individual affordability

Our vision and values



Our operating environment

As part of our strategy we took a fresh look at our operating environment. Since Twenty11's launch, we have seen a global pandemic, a cost of living crisis and a revolving door of housing ministers. It has been important for us to step back and look at the bigger picture.



Legislation

The Renters Rights Act is currently passing through Parliament, aiming to make the private rented sector fairer for tenants. Many of the proposed amendments will impact how we work, and so we will need to adapt accordingly.

Economy

The impacts of COVID-19 are still playing out in the UK economy, with the interest rate high and previously high inflation rates. The resulting cost of living crisis is impacting our local community and will likely continue to do so for the duration of our strategy.

Social

Our tenants are facing a multitude of challenges including reliance on benefits, food poverty and high energy bills. The result of this is that people are making cuts day to day, resulting in a drop in their standard of living potentially leading to a decline in physical and mental wellbeing. This is happening at a time where access to health and social care is difficult, with many people facing long waiting lists for support.

Both social and private renters have recently reported lower life satisfaction than owner occupiers, and also report higher levels of loneliness.

Housing

There is high demand for housing in Buckinghamshire, with over 5,000 people on the council's housing list, and estate agents reporting high levels of interest per rental property.

Developing our strategy

Our strategy has been built following detailed research on the housing sector and our external operating environment. We also consulted with key stakeholders including tenants, staff and the Twenty11 Board.

The opportunities we identified through research and consultation fell into three broad themes which form our strategy:

Build on our Foundations – ensure that our underlying processes are efficient and scalable, and that our model is fully adapted to the Renters Rights Act.

Nurture our Community – continue our ethos of delivering what tenants tell us they need. Continuously improve our offering and work with partners to provide a range of services tailored to tenant need.

Grow our Neighbourhood – our model works, so we need to grow and bring about even more social impact whilst providing safe, quality homes.

The next few pages of the strategy explores these themes further, setting out our objectives and key results we aim to achieve by 2027.



Build on our Foundations

We will build a brighter future for Twenty11 by investing in and developing our model, products and people.

Twenty11 has come a long way since its inception in 2016. We have strived to continuously improve and work as efficiently as possible to maximise our impact.

We recognise that in order to achieve our growth ambitions and make best use of our resources we now need to invest time and resources in the foundations that underpin Twenty11's success.

The Renters Rights Bill is currently passing through Parliament. The current proposals will impact the Twenty11 model and so we need to take stock of the changes and reshape our model.

The changes in legislation present us with an opportunity to review how we do things, and how we can do them even better.

Twenty11 is digital first, however there is a need to review our processes and invest in our technology to ensure we can truly embrace our digital first approach, ensuring maximum efficiency and high quality, secure data.

As part of the wider Red Kite group, we have identified a need to solidify the place of Twenty11 in the group.

We need to bring group staff on the journey with us so they are passionate about and committed to delivering services to our tenants.

By building on our foundations, we will ensure that we are able to deliver high quality homes and services to our tenants.



Build on our Foundations

We will...



Align the model to the Renters Rights Bill/Act to ensure we are compliant with the legislation.



Continue to build the Twenty11 brand and raise our profile as a unique and innovative housing model within the sector.



Develop the IT infrastructure to ensure we are able to grow and provide a high-quality service at maximum efficiency.



Increase and diversify our tenant engagement to ensure we hear from and listen to more of our tenants.



Understand our impact further, using the knowledge gained to improve outcomes for the group and influence the wider sector.



Define roles of group staff, ensuring Twenty11 performance is built in across the group.

Success will be...

Adapting our model to maximise our impact whilst ensuring we are 100% compliant with the new legislation by 2026.

Raising our profile through representation at sector events and positive stories in both local and national press, increasing awareness of Twenty11 and ensuring Twenty11 has a positive reputation within the sector and locally.

Fully digitalising our internal processes, improving tenant satisfaction with our services and increasing staff capacity to dedicate more time to work that directly benefits our tenants.

Reducing the number of days lost due to inefficiencies and waste to zero by 2026.

Increasing the number of Twenty11 volunteers influencing our decision-making to 15 by 2027, ensuring they are representative of the Twenty11 tenant base.

Having a tenant representative on the Twenty11 Board.

Understanding the findings from the Sonnet reports and learning from them to continuously improve our service and enhance positive outcomes for our tenants. Sharing our learning with the group, improving positive outcomes for Red Kite tenants.

Group staff understanding the purpose and impact of Twenty11 and carrying out their role with passion. Twenty11 staff feeling supported by group staff and rating their satisfaction with group support 4.5 out of 5 by 2027.

High levels of tenant satisfaction achieving: X% satisfaction with our repairs service, X% satisfaction with our relet process, X% satisfaction with our complaints process.

Nurture our Community

We will learn more about our tenants, allowing us to enhance our offer and improve outcomes for them. We will build our network of partners and foster engagement with our tenants enabling them to realise their potential.



Our approach was designed and driven by our tenants, and we remain committed to delivering what our tenants tell us they need.

A lot has changed over the past few years so we need to ensure we keep up to date with the challenges our tenants face and adapt accordingly.

The cost of living crisis has impacted us all, but evidence shows that those on low incomes have been affected the most.

Recent statistics have shown that both private renters and social renters report lower life satisfaction and happiness scores than owner occupiers.

They are less likely to have savings and more likely to report feeling lonely. We want to understand our tenants further and ensure we are providing the support they need to help them realise their potential.

Our current Personal Success Plans (PSPs) support our tenants with a wide range of challenges, and we have seen incredible outcomes, but we can always do more and we want to continuously develop our offer.

We will work in collaboration with partners to maximise positive outcomes for our tenants by sharing resources, knowledge and experience.



We will...



Understand the demographic of our tenant base, and adapt our services to the needs of our tenants.



Continuously improve our Realising Potential programme.



Build on and extend our network of partners to provide holistic support for our tenants.



Develop schemes to support tenants to have a positive start with Twenty11, providing the foundations for a successful tenancy.

Success will be...

Delivering the Group EDI project and achieving x% data collection.
Using tenant data and feedback to inform annual policy and procedure reviews.

Delivering PSPs to a range of tenants with a range of aspirations. Tenants recognise the value of their PSP and work with us to achieve their goals. Communities are enhanced by having Twenty11 tenants in them.
Tenants having high satisfaction levels with our realising potential service achieving a net promoter score of 90 by 2027.
40% of our tenants who are able to and want to, are supported into employment or better employment by 2027.

A network of partners specifically selected to support our tenants with the challenges they face.
Two-way partnerships which are beneficial for Twenty11, our tenants, partners and the wider community.
Tenants reporting 90% satisfaction with a PSP where a partner has supported by 2027.

Listening to our tenants and finding ways to support them with the challenges of moving into a new home.
Tenancy sustainment achieving 98% by 2027.
Tenants feeling supported and valued as they start their Twenty11 journey.
New tenant satisfaction levels achieving 95% by 2027.

Grow our Neighbourhood

We will continually grow the number of homes so even more tenants can benefit from the unique Twenty11 offer. We will be flexible and open to emerging opportunities, seeking out new ways to grow.



Twenty11 has grown steadily over the last few years whilst we have been establishing ourselves and testing our success. As well as achieving positive social outcomes, our tenants are happy and describe their neighbourhoods as a good place to live. Now we know our model is a success, we have ambitions to grow further, reaching more tenants and improving more communities. With nearly 1,500 potential tenants ready and waiting for a Twenty11 home growth is a key priority.

As well as increasing the physical number of homes, we want to grow the types of communities we serve. House prices increasing faster than wages, combined with a highly competitive private rental market, has created a subsection of society who are not eligible for social housing yet cannot afford to rent or buy a home. We want to understand local need further and bring the opportunity of being a Twenty11 tenant to those who will truly engage and benefit from the model. One local need identified in the Buckinghamshire Housing Strategy is homes for keyworkers, and we will seek to work in partnership with local organisations including the Local Authority to review the needs of keyworkers and to explore how we can support this particular demographic in accessing homes.

Twenty11 was born from innovation, and we want to foster our forward thinking and creative ethos to continuously grow and improve.

We will...



Grow the number of Twenty11 homes.

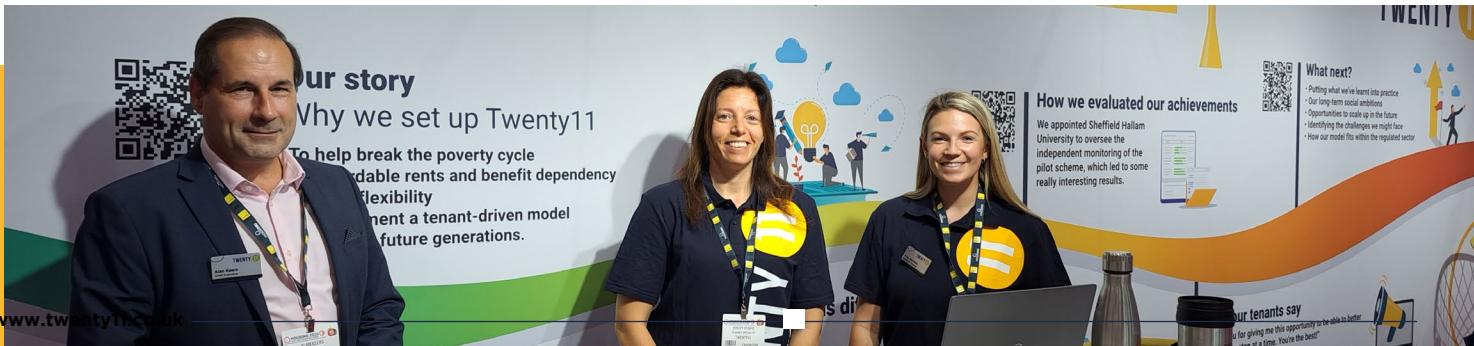


Review the needs of keyworkers in the local area and explore how Twenty11 can support.

Success will be...

Increasing the number of homes to 488 by 2027, and therefore increasing the number of tenants benefitting from the Twenty11 model.

Undertaking research, a gap analysis, due diligence and review with the Local Authority in year 1 and take a proposal to Board for consideration in year 2.

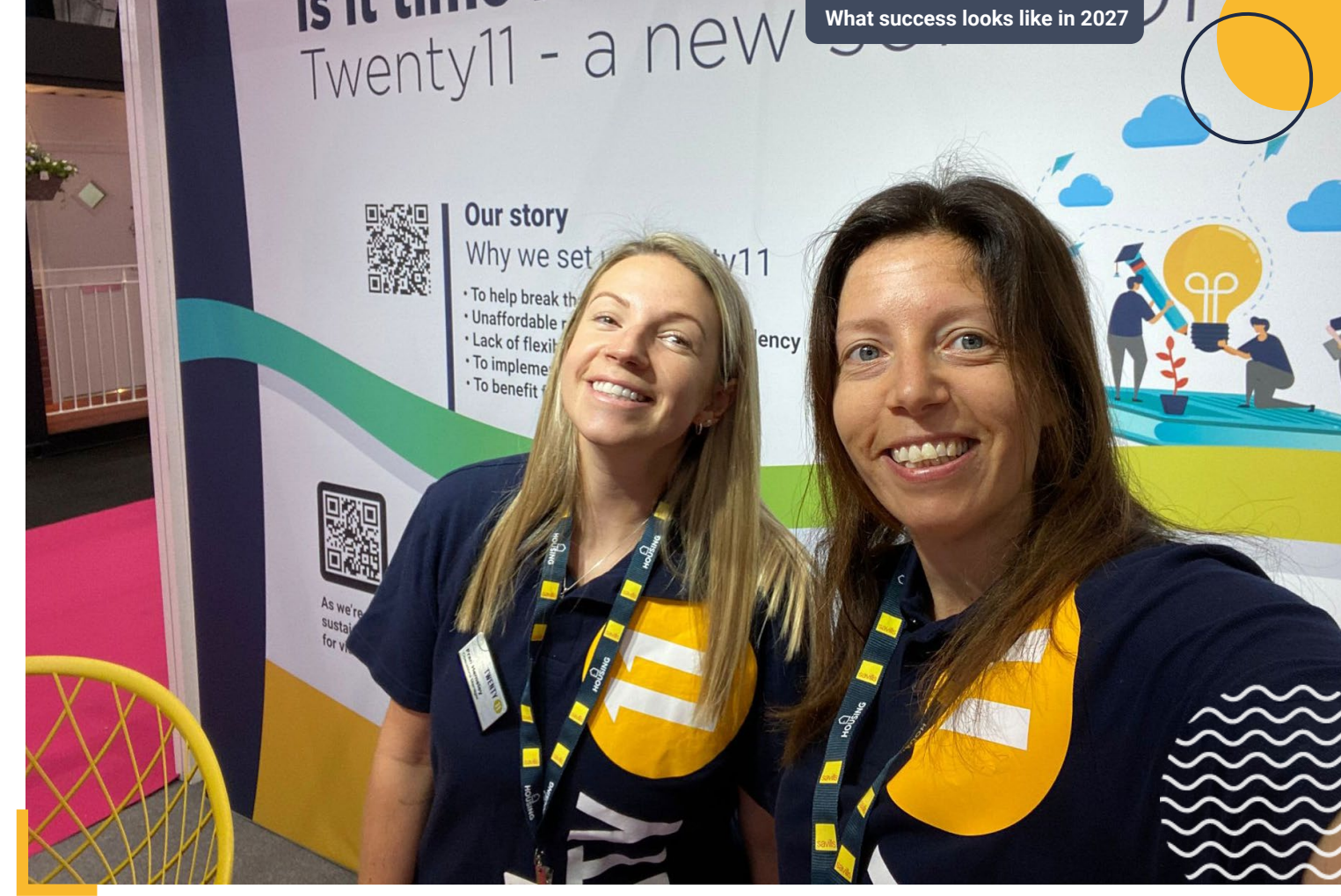


Timescales

Strategic Theme	Objective	Year 1	Year 2	Year 3
Build on our Foundations	Align the model to the Renters Rights Bill/Act to ensure we are compliant with the legislation			
	Develop the IT infrastructure to ensure we are able to grow and provide a high-quality service at maximum efficiency			
	Understand our impact further, using the knowledge gained to improve outcomes for the group and influence the wider sector			
	Continue to build the Twenty11 brand and raise our profile as a unique and innovative housing model within the sector			
	Increase and diversify our tenant engagement to ensure we hear from and listen to more of our tenants			
	Define roles of group staff, ensuring Twenty11 performance is built in across the group			
Nurture our Community	Understand the demographic of our tenant base, and adapt our services to the needs of our tenants			
	Continuously improve our Realising Potential programme			
	Develop schemes to support tenants to have a positive start with Twenty11, providing the foundations for a successful tenancy			
	Build and extend our network of partners to provide holistic support for our tenants			
Grow our Neighbourhood	Continually grow the number of Twenty11 homes			
	Review the needs of keyworkers in the local area and identify how Twenty11 can support			



What success looks like by 2027



Contact us

If you would like to find out more information,
please reach us on:



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www.twenty11.co.uk

Scan the QR to find out more
about our journey!





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📘📧📱 Twenty11Homes

Twenty11 is the trading name of Twenty11 (Homes) Limited, a community benefit society and exempt charity registered with the Financial Conduct Authority in England and Wales with register number 7722. Twenty11 is part of the Red Kite Group