

Strategic Report

# Strategy and plans





**Our vision is to innovate to ensure efficiency and value for money, while improving the way we work and delivering homes and services that make a difference. We'll do this by having a clear strategy and plan to deliver innovation and improvements, and ensure that every colleague and stakeholder understands our direction and the part they have to play. Everyone will know how we're progressing against our plans.**

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### **Achieving more through partnerships**

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Paul and Drew,  
two of our Trades  
Operatives.

At Amplius, we have a clear objective to provide more affordable homes. Constraints to this aren't just financial but are also driven by resource availability.

That's why we have a partnership with Habitare Homes, a for-profit registered provider created by Man Group, where we can achieve more together.

Amplius and Habitare developed an operating lease to manage new housing and both parties ensured that the rewards and risks of managing the homes were balanced and fair.

So far we've worked with Habitare on five sites where we've delivered over 400 homes - and we expect to do more.

Rob Griffiths, our Deputy Chief Executive, said: "Working with Habitare, we can deliver more homes. We're in control of the choice of development, the quality of place and homes and the specifications.

"Our commercial motivation to provide services to Habitare was a recognition

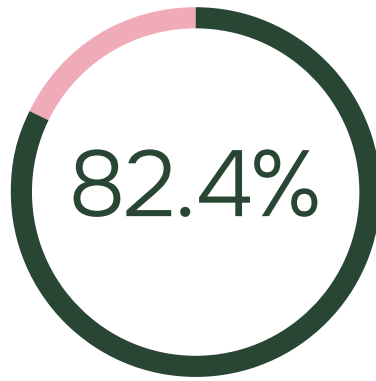


of the importance of growing revenue sources, diluting operating costs and managing risk, all in the pursuit of providing more new homes.

"While our development ambitions continue, we also have a strong team focused on customer and asset management. We can leverage this team operationally by offering their services to third parties that share our values.

"Financially, this improves our EBITDA MRI without incurring additional debt obligations."

RIGHT  
Apartments at  
the Habitare  
development in  
Campbell Wharf,  
Milton Keynes.



In the first year of using a new bot to check Universal Credit claims, it verified 4,941 out of 5,997 claims (82.4%) received.



800

Hours were estimated to be saved on average Universal Credit verification completion times.

### Automation to support colleagues and customers

We're constantly looking at ways to innovate, experiment, learn and find opportunities to continuously improve.

One way we've done this is the automation of the rent increase and Universal Credit (UC) verification process at legacy Grand Union.

Traditionally, the Payment Support team had to manually verify customers' rent in their UC applications made to Department of Works and Pensions (DWP).

These verifications had to be carried out for every new claim and whenever rent amounts changed. On average, a full UC verification can take five minutes to complete and an annual rent change request can take three minutes.

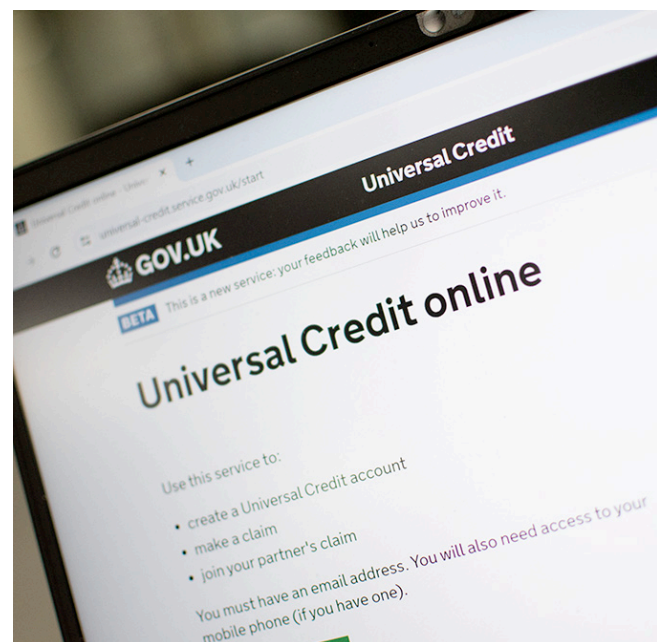
Thanks to a partnership with another housing association, Platform Housing, our IT teams developed and implemented a new bot that automates the UC verification process.

In the first year of using it, the bot verified 4,941 out of 5,997 claims (82.4%) received.

Based on average completion times, the team estimates that over 500 hours were saved on full verifications and more than 300 hours on rent change verifications.

On occasion, the data we hold is different to what DWP hold. This is one of the reasons the bot cannot verify a claim. During the year we worked hard to remove data mismatches. As such, we expect verification rates to improve next year.

Plans are already in place to roll out the bot across Amplius, which will bring significant efficiencies and time savings.



# Key metrics

## Innovation

800

Hours saved using Universal Credit automation bot

## Existing homes

£31.4m

Fixed assets sales income

1,801

Empty homes (voids) completed

96,616

Repairs completed in the 2024/25 year

2,164

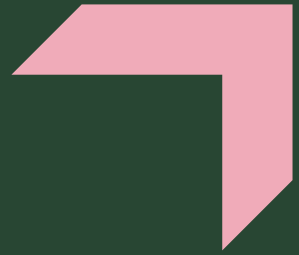
Homes with new windows and doors

8,889

Responsive repairs not completed at 31 March 2025

£125m

Spend on existing homes (major works, maintenance, planned works and capital investment)



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## Existing homes

797	New kitchens	369	Homes received new roofs
689	New bathrooms/ wet rooms	7,422	Electrical testing jobs
1,791	New boilers installed		



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## Year-end compliance levels



**Fire risk  
assessments**



**Gas safety  
checks**



**Legionella risk  
assessments**



**Lift safety  
checks**



**Asbestos  
management  
surveys or  
inspections**



**Electrical  
safety**