

Abbeyfield Living Society

Our Corporate Plan for 2025-30

Introduction	3
About Abbeyfield Living Society	4
Operating Environment	7
Our Strategic Priorities:	9
» Deliver Great Services	10
» Financial Resilience and a Sustainable Future	12
» Continue to be an Employer of Choice	13
» Provide More Homes	14
Our Commitment to the Environment	15

Introduction

Our 5-year Corporate Plan sets out our ambitions and priorities over the period 2025-30.

The plan is informed by insights from customers, colleagues, board members and other key stakeholders, alongside in-depth analysis of the internal and external challenges that face Abbeyfield Living Society (ALS) and our sector. The data, evidence and perspectives gathered provide a strong foundation to build our future plans and ensure that we are reflecting our customer priorities.

ALS has driven a major business turnaround over the last three years addressing many strategic, financial and operational challenges and we are now looking forward to 2025-30 with hope and confidence. Our strategy is 'sustainable growth' as a provider

of high-quality homes and services including housing, care and support in later life to residents and communities.

Our plan sets out how we will achieve these aims.

The social care and housing sector is complex; we are amid a housing crisis and facing major challenges in social care, many of which are outside of our control. However, ALS will be both creative and collaborative in our responses and solutions. We are passionate about advocating for those in later living and ensuring they can influence change.



Continuing to improve our performance



Investing in existing and new homes



Broadening our service offer to residents and the communities we serve



Developing our brand and fundraising offer



Attracting volunteers back to us



Seeking to build effective strategic partnerships

About Us

Established in 1956, Abbeyfield Living Society is a not-for-profit organisation providing housing, care and support to older people across England.

Rooted in the values of care, compassion and community, we create welcoming environments that help people stay connected in later life.

Our wide range of services - including sheltered housing, care homes and independent living options - allows us to deliver person-centred services tailored to our residents' individual needs.

We are committed to helping our residents maintain a sense of independence and choice within safe, warm and stimulating communities where they can build relationships, stay active and live life to the fullest.

As a not-for-profit, we reinvest all surpluses back into enhancing our services and the lives of our residents.



50 Eugenia Road, Bermondsey
First Abbeyfield house



Speedwell Court, Dementia Friendly
Care Home, Southampton.

Our Vision, Mission and Values



OUR VISION

A world where everyone thrives in later life within a caring compassionate community.



OUR MISSION

To provide great homes and inclusive communities where you can enjoy outstanding levels of service and support in later life provided by committed people.



OUR VALUES

Our core values guide our actions, decision making and interactions and help shape our culture and behaviours.



Care - we care for the people we support, for each other and for our communities.



Compassion - we treat everyone with kindness, empathy and respect, honouring their dignity, independence and individuality.



Community - we foster a sense of belonging, inclusion and mutual support, creating environments where older people feel safe, connected and empowered.



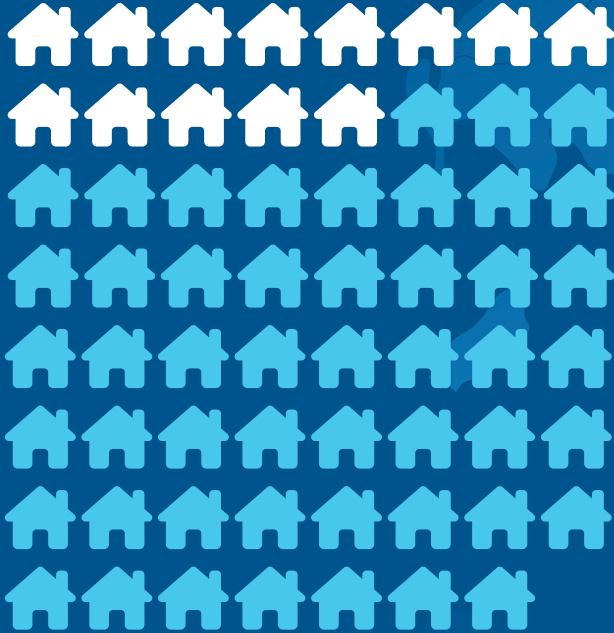
Integrity - we are honest, transparent and accountable in all our actions, doing what's right, even when it's not the easy option.



Excellence - we are committed to being a high performing organisation, delivering exceptional services that add value, exceed expectations and make a real difference.

Our Services in Numbers

Number of properties: 63

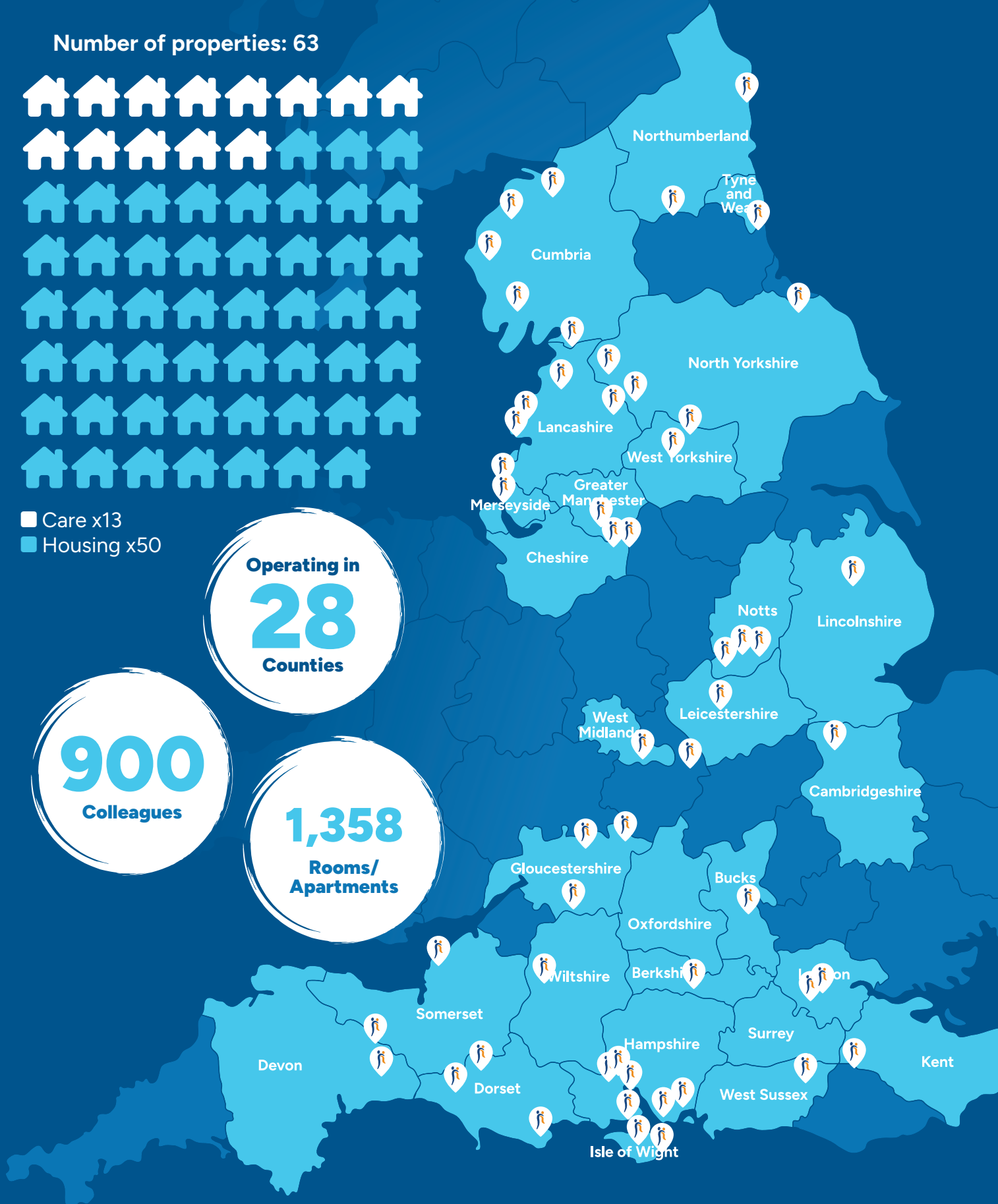


■ Care x13
■ Housing x50

Operating in
28
Counties

900
Colleagues

1,358
Rooms/
Apartments



Operating Environment

External Environment

Social care and housing providers face growing pressure to maintain high quality services whilst navigating an ever more difficult and unpredictable operating environment. An ageing population with more complex needs and expectations, alongside delayed social care reform and plans for delivering a 'national care service', heighten these challenges.

Rising operating costs such as salaries, utilities and food supplies, combined with rises in National Insurance (NI) contributions and the 2025 National Living Wage (NLW) uplift put pressure on already tight budgets. Local Authority fees often fall short of actual costs of care provision and caps on social housing rent increases adds to financial pressures, resulting in occupancy challenges. At the same time, access to funding and charitable donations is constrained.

Significant investment in ageing properties to meet modern safety, accessibility and environmental standards and achieve net zero diverts funds away from new growth.

Providers face increasingly complex demands from regulators such as the Care Quality Commission (CQC), the Regulator of Social Housing (RSH) and the Charity Commission. New Consumer Standards in housing set greater expectations of social landlords and increase reporting requirements, including Tenant Satisfaction Measures (TSMs).

Political uncertainty and recent policy shifts, including regulatory reforms such as the Employment Rights Bill, welfare cuts, and immigration barriers, contribute to sector instability. Global events such as tariffs and conflicts put pressure on public finances and drive-up costs.

Whilst technological innovation has the potential to deliver improved efficiency and better-quality services, infrastructure costs and digital exclusion amongst older people pose real barriers.

Recruitment and retention issues persist with c 150,000 vacancies in care, a vacancy rate of almost 10% and an annual staff turnover rate of around 30%. This can lead to costly reliance on agency workers, not conducive to the delivery of consistent, high-quality care. Restrictive immigration policies have hindered overseas recruitment options.

Internal Challenges

We operate within tight financial margins and continue to do more with less by strengthening our internal infrastructure, improving efficiency, and controlling costs.

Much needed investment in homes is a continual challenge, especially in the context of needing to generate sufficient funds for future growth and constraints on external funding. Increased operating costs due to external factors impacts the affordability of our services and risks future rental income. All of this is unfolding in an environment where the needs and expectations of residents is constantly evolving.

After a difficult period of closing homes which were not sustainable, we need to rebuild our brand and profile in a crowded market. This will support our growth and diversification which will require us to establish sources of funding and develop new skills.



Our Strategic Priorities

Deliver Great Services

We aim to expand our reach as a provider of high-quality services to residents, communities and stakeholders that make a difference to people's lives. By investing in our homes and encouraging and responding to customer feedback we will ensure warm and welcoming places and spaces where we enrich the lives of all who live and engage with us.

Excellent customer experience

By 2030 we will:

- Have a deep understanding of our customers, their needs and expectations, ensuring the customer voice is at the heart of all decision making
- Consistently achieve high levels of customer satisfaction in all aspects of service delivery evidenced by a customer service excellence accreditation
- Resolve complaints promptly and empathetically, using feedback to implement measurable service improvements
- Enhance and embed our quality assurance framework resulting in year-on-year improvements in quality standards
- Maintain a minimum 'Good' rating for all CQC regulated services and achieve a C1 Consumer Regulatory Standard in housing
- Leverage technology to deliver person centred communication and support activity

- Co-create a broader range of in-home and community services with customers, aligned to the evolving needs of older people
- Deliver a refreshed volunteering model that increases volunteer participation and delivers measurable social impact, further enhancing the customer experience



Engaging with our communities

By 2030 we will:

- Develop and sustain partnerships with like-minded organisations that benefit the health and wellbeing of our customers
- Offer additional services that deliver social impact such as befriending, companionship and advocacy in our communities
- Have strong connections to our local communities through partnerships, volunteering and our workforce
- Be champions of policy change in housing and care for older people, collaborating with relevant sector bodies
- Have increased brand visibility and awareness of our charity to attract residents, funders, and partners and be a known advocate for older people

Warm, safe, comfortable and sustainable homes

By 2030 we will:

- Deliver a programme of improvement and investment in our properties so that all homes are safe, warm and high-quality
- Provide a responsive repairs service that consistently achieves 'right first time' outcomes
- Increase environmental sustainability by engaging with customers to improve awareness, reduce our carbon footprint, enhance energy efficiency, and be on the way to Net Zero
- Expand our services through targeted redevelopment and expansion of existing sites



Financial Resilience and a Sustainable Future

The strength of our finances is critical to our plan delivery, our ability to continue to provide high quality homes and services for our customers and grow our provision in the future. A strong financial position is demonstrated through a good mix of revenue streams and well controlled expenditure; a strong balance sheet and cashflows will enable us to meet our future liabilities underpinning our strategy.



By 2030 we will:

- Achieve financial sustainability by delivering consistent operating surpluses, sustainable investment and improved productivity with sufficient reserves to manage any risks to budget
- Improve efficiency at scheme level, by improving occupancy, reducing agency spend, strengthening recruitment and retention, and ensuring control of overhead costs
- Optimise the mix of self-funders in our Care homes to reduce reliance on Local Authority fees and Housing Benefits caps
- Diversify income streams through a mix of products and services, fundraising, community advocacy services and grant funding
- Develop commercial opportunities, aligned with our core values and operating model
- Continue to invest in scalable infrastructure and technologies that support growth and improve efficiency, connectivity and customer service
- Achieve a G1/V1 rating with the Regulator of Social Housing (RSH)

Continue to be an Employer of Choice

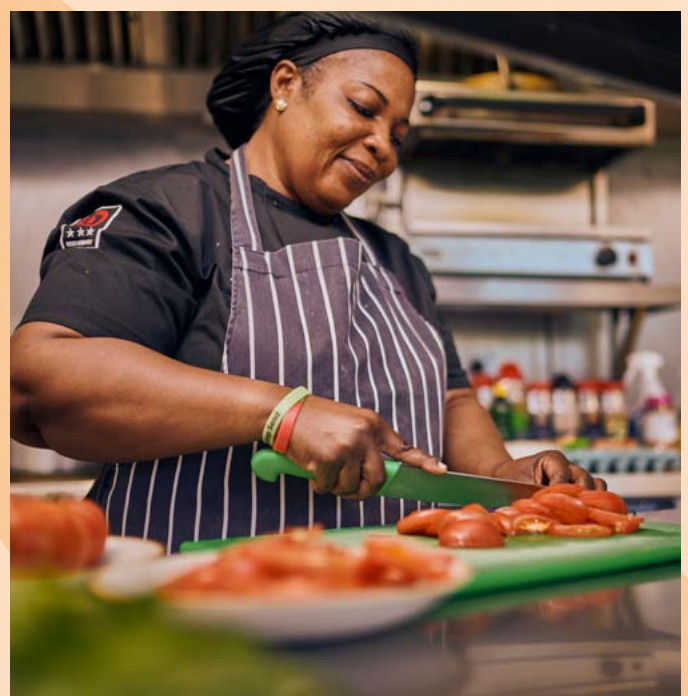
We rely on our colleagues to provide services to our customers every day and deliver our mission. We aim to be an employer of choice, with a diverse, highly skilled and engaged workforce who live our values, support our ambitions and are passionate about customer service.

By 2030 we will:

- Work within an inclusive culture where everyone feels valued, supported and empowered to succeed
- Integrate digital tools and innovative ways of working that enhance the employee experience and improve efficiency
- Build strong leadership capability through leadership development, ensuring competent leaders who lead by example and drive performance through highly engaged teams
- Attract and retain talent through attraction and retention strategies that help expand our candidate outreach through partnerships and community engagement
- Offer a competitive and meaningful package of rewards and benefits that is regularly reviewed and clearly communicated
- Improve staff wellbeing, by monitoring trends, acting on feedback and implementing proactive strategies that create a happier, healthier and resilient workforce
- Diagnose and implement high-quality learning programmes aligned with

business priorities, ensuring high levels of compliance with mandatory training

- Support individual careers by promoting career pathways and growing our own talent through development and succession planning
- Leverage workforce data analytics to provide actionable insights, support data driven decisions and maximise technological solutions
- Strengthen internal communications and engagement through innovative, two-way channels that build trust, connection and organisational identity and foster a great workplace culture



Provide More Homes

Abbeyfield Living Society is entering a period of sustainable growth, with the aim of providing a portfolio of good quality homes to meet customer demand and increase revenue.

This will allow us to invest in existing and future homes, broaden our services within homes and communities and reach more older people.

By 2030 we will:

- Maximise opportunities to acquire, develop, expand own sites, or repurpose homes in areas of high demand and supportive local authorities, with the aim of establishing a footprint in specific geographic regions
- Create new and strengthen existing partnerships with local authorities, housing associations, and funders
- Introduce innovative housing models (e.g., contemporary care homes/ care ready housing, intergenerational living, co-housing, modular homes)
- Operate a sustainable funding model, blending grants, social investment, and fundraising



Westall House Independent Living Apartments, Horsted Keynes

Delivering our Strategic Plan

The strategy will be delivered through annual business plans and progress will be reviewed every quarter by the Senior Leadership Team and Board alongside the performance indicators. The plan and progress will be shared with residents and colleagues through annual reporting. There are several supporting strategies aligned to this Corporate Plan.

Our Commitment to the Environment




We are committed to minimising our environmental impact and embedding sustainability into every aspect of our operations.

Through energy efficient homes, sustainable practices and responsible procurement, we will support the transition to a low carbon future. We actively invest in retrofitting properties, promoting digital ways of working, and engaging residents and staff in sustainable living. Our approach is guided

by a structured Environmental Management System, environmental targets, and a commitment to achieving Net Zero by 2050, ensuring our services remain resilient, responsible, and future-focused.





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