

YORKSHIRE HOUSING BUSINESS STRATEGY



WHO WE ARE

We are Yorkshire Housing by name and Yorkshire is our focus. We own and manage nearly 20,000 homes with a wide range of tenures across Yorkshire.

We're making a huge difference to the lives of our customers and want to do more. We are revolutionising the way we work - to go from being a good business to a great one.

We want to deliver a consistently great experience for our customers and be an organisation people want to work with and for.

The housing crisis coupled with political and economic uncertainty affects many people and communities in Yorkshire. Yet, against this backdrop, we have continued to be a success story.

Yorkshire Housing is an exciting place to be and we are embarking on the next stage of our journey.

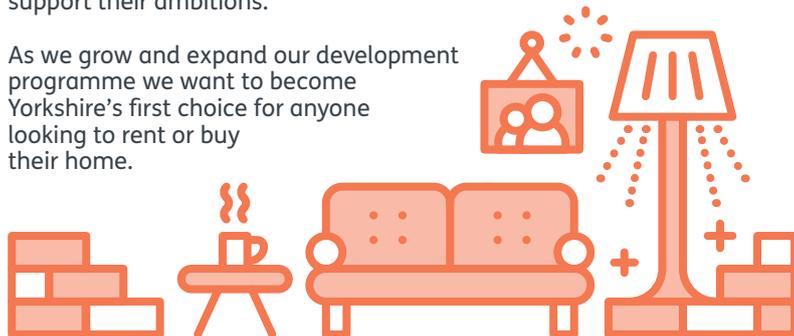


OUR VISION

Everyone should have the opportunity to live in a quality home they can afford.

A safe and secure home provides a solid foundation for everyone. We are more than a landlord and our aim is to improve the quality of people's lives by providing targeted services to meet their needs and support their ambitions.

As we grow and expand our development programme we want to become Yorkshire's first choice for anyone looking to rent or buy their home.



OUR PRIORITIES

We have five priorities that will help us achieve our vision.

Great Customer Experience:

We will listen to customers, design services to meet their expectations and provide targeted support where needed. We will use data and insight to help us take a proactive approach to delivering services.

Homes and Places to be Proud of:



We will provide high quality, safe, affordable homes that meet customer expectations and needs. We will reduce our reliance on fossil fuels and be one of the first UK housing associations to stop using gas heating and hot water systems.

Growth:

We will deliver 8,000 new homes by 2030. We will provide smarter homes that are more energy efficient, sustainable and affordable to live in. We will renew our focus on social and affordable rented options and Help to Buy.

Our remaining two priorities enable us to deliver these:



Employer of Choice:

We will develop a reputation as a dynamic and market-leading innovative employer. We'll create an inspirational workplace and culture based on being able to work anywhere. We'll also offer a range of personalised benefits.

Strong, Resilient and Innovative Business:



We will invest in the three business foundation pillars of Finance, ICT and People. We will influence policy and be a leading-edge organisation that others want to work with. We will be Yorkshire in name and nature, with a sustained focus on value for money.

THE JOURNEY AHEAD



1 THINKING DIFFERENTLY AND LEADING THE WAY

We aspire to lead the way through innovation. That is why we're making significant investment in our digital infrastructure, introducing streamlined processes and making better use of the skills and expertise of our people.

Innovation can make the Yorkshire Housing £ go further. By overhauling our systems, growing our in-house repairs team and making the best use of our assets, we can put more money into developing new homes and improving our services.



2 PROVIDING HOMES THAT ARE GOOD FOR PEOPLE AND PLACES

We plan to build 8,000 new homes by 2030 with a focus on homes for rent and low-cost ownership. Our specialist teams provide the support customers need to make a success of their tenancy.

There is nothing more important to us than the safety of our customers and their homes. We will relentlessly focus on safety by investing in our homes, carrying out safety checks and providing clear information and two-way communications channels for customer feedback.

Our home improvement agency services make a huge difference to the quality of life for thousands of people each year, enabling them to live independently and with dignity.



3 BEING A GREAT BUSINESS TO WORK FOR AND WITH

We want to deliver a great customer experience and put our customers at the heart of all we do.

Improving how we deliver our services also makes sense for our business. Solving more queries first time increases our efficiency, improves the customer experience and leads to a strong operating margin.

Partnerships are a key factor to our continued success and offer exciting opportunities. We will continue to build on existing strong partnerships and forge new ones.

We aim to be a leading employer and will give colleagues more choice in when and where they work and provide a great collaborative working environment. We will build on the culture and values that make Yorkshire Housing a great place to work.

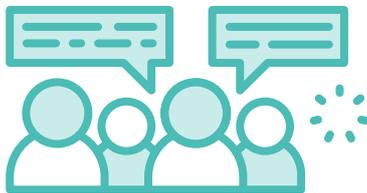


GREAT CUSTOMER EXPERIENCE



WHY?

We want to be Yorkshire's **first choice for people who want to rent or buy** a home. Our customers are used to excellent service providers such as Amazon, Apple and First Direct. They expect a similar experience from us and we want to meet their expectations.



To achieve this we will use **data, insight and the views of customers** to shape our services. This will ensure we put them at the heart of all we do and deliver a range of services that meet the needs of both current and future customers.

Universal Credit has changed how people receive benefits and continues to pose a significant risk to our rental income. We need to **adapt our business model** to ensure we can collect all our income promptly.



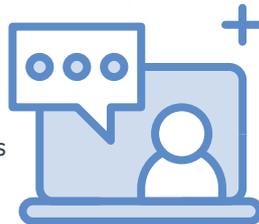
ACTION TAKEN & WHEN?



Our Today's Yorkshire programme will transform how services are delivered. By July 2020 we will **implement a new structure and processes**, enabling us to offer specialist roles and streamlined ways of working.

We will start to transition from a **reactive to proactive** service offer from January 2020.

We will review how our services are delivered and will introduce a high quality **24/7/365 online self-serve offer** by September 2020.



We will also review how we can enhance services that allow customers to live independently.

SUCCESS MEASURES



Utilise real-time data to shape services



Provide intensive and targeted support



Design and deliver services co-created with customers



24/7/365 self service offer



UKCSI - benchmark against best service providers

HOW?

We will use **real time data** and insight to design services that meet both current and future customer demands and expectations.

We will target **intensive support** to help customers sustain their tenancies and signpost to other service providers if needed.



Our delivery model will move from being reactive to proactive. This will **improve customer experience** and be more efficient and cost effective.

FINANCIAL IMPACT?

The shift to self-serve will ensure a more **responsive and cost-effective 24/7/365** service, offering customers' value for money.

Resources will be re-allocated to where they are most needed. This means we can do more with no overall increase in costs.



HOMES AND PLACES TO BE PROUD OF



WHY?

A safe and secure home is the foundation for a fulfilling life. Our fondest memories and best life experiences often take place in our home.

We want to create homes and places, not just provide houses or 'units'. In 2019, 84% of customers were satisfied with their home. 89% of our customers said their rent provided good value for money.



ACTION TAKEN & WHEN?

We will work with customers to develop the Yorkshire Housing Standard. This will go beyond the decent homes standard and include the look, feel and kerb appeal of our homes.

We will continue to invest in our homes and build on the significant improvements made in our approach to health, safety and compliance.

We will end the use of gas in all our new homes from January 2021 and extend this over time to our existing homes. We will reduce our reliance on fossil fuels, promote green technologies and play our part in reducing effects of global warming on homes and places.



We will invest in innovative solutions and smart technology to improve the energy efficiency and performance of homes and support personal independence and safety.

We will review our responsive repair service. We want to improve our 'right first time' approach and reduce reactive repairs in favour of planned repairs. This will deliver a better customer experience and improve our efficiency.

We will review our approach to Asset Management and ensure our homes meet future demand and expectations. Feasibility studies will inform the longer term investment decisions needed.

HOW?

We will create thriving communities where people choose to live by investing in our homes and neighbourhoods.



This will provide a strong foundation to help customers achieve their ambitions and aspirations.

Our homes will be affordable and sustainable with cost-effective heating, power and thermal efficiency.



FINANCIAL IMPACT?

Over the next three years we will invest at least £90m in repairing, maintaining and improving our homes and neighbourhoods.



SUCCESS MEASURES



Ensure our homes meet the Yorkshire Housing Standard



Safe and secure homes



Ensure our homes are right for now and the future



Reduce our reliance on fossil fuels

GROWTH



WHY?

There is a housing crisis. As a housing association we will maintain our focus in providing a **supply of high quality new homes**.

Yorkshire has an increasing shortfall of homes across all tenures and types for the various demographic groups in the region.



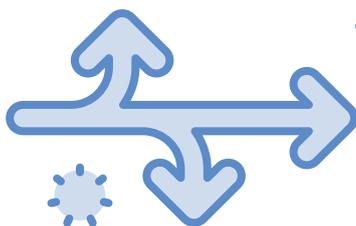
ACTION TAKEN & WHEN?

We will invest to build **8,000 high quality new homes** over the next 10 years to 2030.



We will adopt a **pragmatic approach to opportunities** to build homes with or without grant and/or acquire other social housing stock.

We will use the profits from our market sale activity to build more homes at **social and affordable rents**, as well as a range of property types across all areas of Yorkshire.



We will be **flexible** to the operating environment, changing political, economic and housing conditions to maximise the available opportunities.

SUCCESS MEASURES



Deliver 8,000 high quality new homes by 2030



Provide a range of rented and low cost home ownership options



Provide market sale homes to create profit for purpose

HOW?

We will offer a **wider range of homes** for customers which meet local needs including rent, shared ownership and market sale options.

Our **diverse product offer** will include supported housing for older persons and single households.



We will **explore merger and acquisition opportunities** where they will add value and work in partnership with other organisations and agencies to build more homes.

FINANCIAL IMPACT?

£1.6bn invested and at least £200m grant funding received to **build 8,000 homes** by 2030

We will pursue opportunities to **secure long term grant support** through strategic partnerships and emerging regional and sub-regional organisations.



15% of all new homes will be for **market sale** and up to 25% for low cost home ownership.

We will **maximise the funding potential** of our assets to meet our new home aspirations.

EMPLOYER OF CHOICE



WHY?

Our success is achieved through the hard work and efforts of our people. We need to be an **employer of choice and a great place to work** to attract and retain the very best people.

To achieve this we must **invest in our systems and give people options** in where, when and how they work. We will have an innovative approach to transform how we deliver our services supported by a fully flexible way of working.



We need the right people in the right roles, with the right skills. This will enable us to deliver the right services, in the right place, at the right time. The culture of the business is integral to our ongoing success and we want our values to be reflected in everything our colleagues do.

ACTION TAKEN & WHEN?

We will develop a refreshed set of **values and behaviours** by March 2020 that are real, lived and visible in all that we do.



We will **develop our leaders** so that they can provide strong leadership and clear direction.



We will focus on **retaining and recruiting the very best** people. By April 2020 we will launch a refreshed People Strategy .

Improvements will be made to existing workspaces by February 2020. This is our first step towards providing **a dynamic and collaborative working environment**.

As more colleagues work in an agile way, we will ensure they continue to feel valued and part of the Yorkshire Housing community. We will help people build resilience so they can adapt to the changing needs of our business and operating environment.



SUCCESS MEASURES



The right people, in the right roles with the right behaviours



Recruiting and retaining the very best people



Offer opportunities for personal growth and career development

HOW?

We will **encourage collaboration** and invest in wellbeing at work to enable people to give their best.



We will offer opportunities for personal **growth and career development** both inside and outside Yorkshire Housing and continue to support apprenticeships.

We will recruit for **attitude and skills**, placing a strong emphasis on demonstrating the right behaviours.



We will develop a reputation as a **dynamic and market-leading innovative employer**, offering a competitive and personalised total reward package, with an inspirational workplace and a flexible working culture.

FINANCIAL IMPACT?

We will **invest at least £2.6m** in the development and support of our people by 2022.



£1.2m investment in ICT in next two years to support flexible working.

Investment in existing workspace adjustments by February 2020.

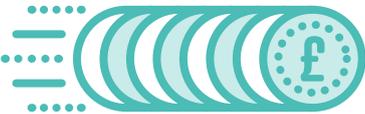
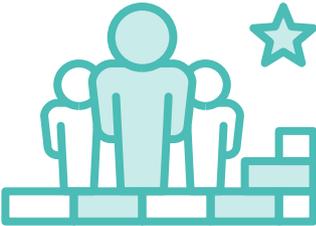


STRONG, RESILIENT & INNOVATIVE BUSINESS



WHY?

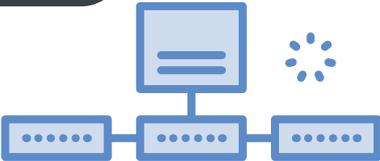
Yorkshire Housing has a **strong reputation**. Rather than wait for things to happen and respond to them, we need build on our reputation to influence housing policy at a local, regional and national level by leading and not just following others.



We are financially strong and well governed; we will maintain our position so that we can deliver our strategic priorities.

ACTION TAKEN & WHEN?

We will ensure our **governance structures** remain fit for purpose and adapt to the changing needs of the business.



We will ensure that we have **access to secured funding** facilities that support the requirements of our Business Plan.

We will invest in our **three pillars of Finance, ICT and People** to ensure a solid foundation for our business.



There will be a **refresh of the Yorkshire Housing brand** in 2020 to act as a springboard for continued influence.

SUCCESS MEASURES



Create profit for a purpose



Invest in the pillars of finance, ICT and people



Be well governed



Lead not follow

HOW?

We will maintain our **financial performance** against our business plan and satisfy all our financial requirements.



We will achieve **compliance with the Regulatory Framework** and maintain positive ratings from regulatory, funding and other statutory agencies and chosen codes of governance.

We will **build our influence** in an ever-changing external environment to lead shape and influence policy.



We will be a housing business that others choose to work with, through building a reputation as a **dynamic and innovative organisation** that delivers.

FINANCIAL IMPACT?

Over the next 10 years our **cash outflow will be £700m** which will be financed by grants of £200m and £500m additional borrowing.



We will sustain a **focus on value for money** by maintaining an appropriate operating margin to support our business plan aspirations.

OUR CULTURE AND VALUES



OUR CULTURE

A business that people want to work for and with.

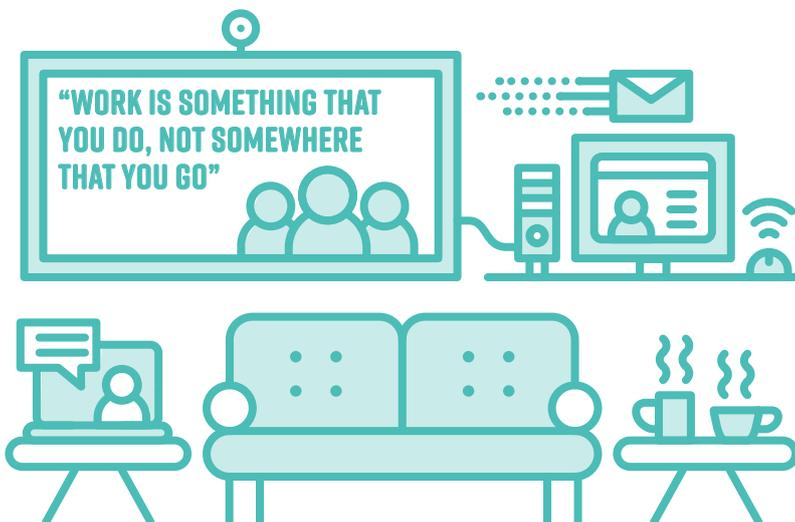
Having a culture where people can thrive and enjoy work is central to achieving our vision and our business strategy.

At the heart of our culture is the principle **“work is something that you do, not somewhere that you go”**. Our agile and flexible working environment means that our people have freedom to get on with their jobs and deliver great results for customers. We don't have fixed desks and most of us don't need to work set hours, instead we trust our people to do the right thing for the business and their customers. Working at Yorkshire Housing shouldn't always feel like work, we're big on having fun too and celebrating our achievements!

We aspire to lead the way through innovation, looking ahead and outwards, connecting with others and doing things differently in order to do them better. We measure ourselves on the outcomes we achieve and the impact we make, and we do what we say we are going to do. We take personal responsibility for our decisions, our actions and our performance, and get things done by working collaboratively.



At the core of our culture is our shared belief in making a positive difference to people's lives. We're driven by pride and passion for what we contribute to society. Being sustainable, ethical and responsible are important parts of who we are. We're also passionate about making Yorkshire Housing inclusive and welcoming.



OUR VALUES

What matters most to us and what our colleagues should expect of each other.

1. Create trust

- Do the right thing, not the easy thing
- Be honest and open
- Do what you say



2. Be curious



- Think differently
- Ask questions
- Keep learning

3. Make it happen

- Own it
- Do it
- Be empowered



4. Achieve impact



- Do things that matter
- Deliver results
- Show pride and passion

5. Have fun

- Enjoy work
- Be yourself
- Stay connected

