

CUSTOMER ANNUAL REPORT

2020/2021



Creating more places for people to thrive and be recognised as a sector leading landlord

Our vision

Creating more places for people to thrive and be recognised as a sector leading landlord

Our mission

Through our innovative approach we will finance, build, and manage more homes to increase choice and drive value for customers

Why?

We know that people need quality homes they can afford

Contents

	Chapter 1 Introduction from Chair and CEO	04-05
	Chapter 2 What we provide	06-07
	Chapter 3 The impact of the pandemic	08-09
	Chapter 4 Our values	10
	Chapter 5 Operating performance and financial position	11
	Chapter 6 Value for money	12
	Chapter 7 Home improvements	13-14
	Chapter 8 Repairs and maintenance	15-16
	Chapter 9 Social Housing White Paper	17-19
	Chapter 10 Safer homes and communities	20-21
	Chapter 11 Customer Connect	22-23
	Chapter 12 Supporting young people	24-25
	Chapter 13 Working with communities	26-29
	Chapter 14 Buying land and building homes	30



Kathy Doran
Chair of the Board

We're on target for a record-breaking two-year programme which will see £86m invested between April 2020-March 2022.

2021 has continued to be a challenging time. The impact of the pandemic is vast, and we recognise that the difficulties facing many of our residents have been significant.

We have continued to support our most vulnerable customers by extending our welfare calls into this year and supporting the delivery of 25,000 food parcels. We also ensured that we kept everyone as safe as possible by aligning with the Government rules and advice at all times to protect our residents and colleagues who continued to work on-site in schemes, blocks, foyers, and across our offices.

Our finances remain strong. We are investing hugely in existing customer homes, increasing our five-year home improvement budget to £269 million. So far, over 7,000 homes have benefitted from a new kitchen, bathroom, windows, doors, roofs and more. We are on target for a record-breaking two-year programme which will see £86m invested between April 2020-March 2022. Also, despite the challenges of face-to-face interaction due to the pandemic, we have ensured our residents' safety achieving 100% compliance in respect of our statutory requirements, which include gas boiler and electrical checks.

It's been a challenging time for our in-house repairs team, fix360, who have had to adapt their working practices, often working in full Personal Protective Equipment (PPE) to carry out even the simplest of fixes, to ensure both they and our residents remain safe and secure. They carried out almost 4,000 emergency repairs in full PPE during lockdowns.

Finally, and this should not be underestimated, we have seen significant improvements in customer satisfaction. This is a fantastic achievement even without the pandemic, and I would personally like to acknowledge and thank the enormous efforts and dedication of our colleagues across the business for digging deep and supporting our customers in these tricky times. To see a 15% overall increase in customer approval highlights our drive to put customers at the heart of everything we do. What matters to our customers and residents, really does matter to us.

Being bold and brave and trying new things is in Your Housing Group's DNA, so when the pandemic took hold and we were plunged into several lockdowns and fluctuating restrictions, I had full confidence in both our colleagues and our communities, that we would respond quickly and efficiently.

I'm really proud, when I look back at a year filled with so much change at how our people have adapted their ways of working and our services to support our customers and communities, as outlined in this report.

We strive to be an employer of choice and know that by looking after our people, this in turn will have a positive impact on our services.

In October 2020, we launched our new Business Priorities; Safe, Landlord, Viability and Growth. This proved to be very much in line with the Social Housing White Paper (SHWP) and is testament to our commitment to ensuring an improved customer offer with safety at the helm of everything we do.

In addition, this year also saw us launch our new customer engagement model, Customer Connect. This is the umbrella under which all of our customer-facing activities, standards and assurances sit, including our Resident Safety Panel. We established this to manage any changes that may be needed following the Fire Safety Act 2021 and Building Safety Bill which is due to be passed later this year.

Finally, our commitment to bringing much needed quality affordable homes to the communities we serve, and playing our part in solving the national housing crisis continues. This year alone we've bought 1,255 plots of land and began building 836 mixed-tenure homes for people and families, **continuing our vision of creating more places where people can thrive.**



Brian Cronin
Chief Executive Officer

This year alone we've bought **1,255 plots of land and began building 836 mixed-tenure homes** for people and families.

CHAPTER 2 WHAT WE PROVIDE

We own and manage **29,000 homes**, which are available to customers through:

Social rent

Social rent is rent that is paid to local authorities and registered providers like us.

It is low cost rent that is set by a government formula, which is usually about 50% of the private local market rent. This means it is significantly lower than the rent a tenant would pay in the private market. Not everyone is eligible for social housing, so the next best alternative could be to aim for 'affordable rent'.

Affordable rent

Affordable rent is rent that is set at up to 80% of market rent (including service charges) and is defined as 'low cost' rental accommodation.

These properties are regulated by the Regulator of Social Housing, meaning homes will remain more affordable than renting on the private rental market.

We advertise and allocate both social and affordable rental properties through choice-based letting schemes and local authority waiting lists. Depending on where you wish to live, you can search, apply for, and bid for, properties in your area. Properties are offered to those with the highest priority. **For both social and affordable rent, we offer assured tenancies (minimum two years), following an initial 12 month starter tenancy, which is effectively a trial period for both residents and us.**

Market rent

Market rent, also known as private rent, is the value at which landlords base their rent on. It is the value that they should be charging for the property.

For example, if a house has been valued at £600 per month rental cost, this should be the approximate price that a landlord should charge.

Our private rent properties are let at market rent for an initial term of six months, on an Assured Shorthold Tenancy. These homes are suited to working households and families and are ideal for people who aren't able to buy a home, but who don't qualify for social housing. You can find any of our available properties on our website and on Rightmove. We also have a number of upcoming new developments available for private rent.

Key worker accommodation

Developed to make life a little easier for NHS employees, key worker accommodation is close to busy hospitals. If you work for the NHS, these homes are reserved for you.

We are one of the leading providers of key worker accommodation across the North West of England. Providing modern, well-managed properties with excellent facilities. We have five schemes housing over 600 NHS employees across Lancashire, Manchester, Cheshire, West Yorkshire and the Wirral.

New build developments

We build new homes for outright sale and for shared ownership.

Read more about this on page 30.



Waters Cross, Northwich
Start on site, October 2019

Other accommodation

We also provide other accommodation and services to meet a variety of specific needs, including:

- Retirement living for over 55s
- Sheltered accommodation for over 55s
- Emergency accommodation for those in need
- Hostels and foyers for young and/or vulnerable people.

Read more about these on page 24.

CHAPTER 3 THE IMPACT OF THE PANDEMIC

2020/21 continues to be dominated by the pandemic.

That said, we are incredibly proud of all that we have achieved and overcome this past year, not least of which includes supporting our most vulnerable residents, and the pace at which our colleagues responded to the challenges. Three national lockdowns and 18 months of varying restrictions have taken their toll on everyone.

However, the challenges of the last year and a half continue to bring out the very best in people. It has also accelerated our desire to innovate as we've all had to think, engage, and operate very differently.

Key highlights

100%
COMPLIANCE

100% COMPLIANCE

The health and safety of our customers continues to be our number one priority and despite a global pandemic we maintained **100% compliance** in respect of our statutory requirements which includes gas boiler and electrical checks.

15%



IMPROVED CUSTOMER SATISFACTION

This year we saw a **15% improvement in overall customer satisfaction**, reflecting improvements we have made in service, standards, and communication. **67% of customers told us they were satisfied with our repairs service.**

£31.1m
SPENT IN
2021

£31.1M OF ASSET INVESTMENT DELIVERED

This year **we have spent over £31.1m on home improvements** in our properties and your homes. We've installed thousands of new kitchens, bathrooms and other improvements and doubled our year-on-year investment, despite the pandemic.



MORE NEW HOMES DELIVERED

This year we continued to work in partnership with Homes England to deliver our strategic priorities to build more affordable homes and play our part in helping to solve the housing crisis. During the year we:

- Took handover of **95 new homes**
- Acquired **1,255 plots of new land**
- Started on site with **836 new homes.**

More figures to be proud of



56,731

THE NUMBER OF SUPPORT CALLS
MADE TO OUR CUSTOMERS DURING
THE INITIAL LOCKDOWN

4,935

THE NUMBER OF CUSTOMERS WE CONTINUED
TO CONTACT ON A WEEKLY OR BI-WEEKLY BASIS
TO ENSURE THEY HAD ONGOING SUPPORT

1,300

PRESCRIPTIONS
DELIVERED



£7,000

THE VALUE OF 350
UTILITY TOP-UP
GRANTS WE
PROVIDED TO
SUPPORT CUSTOMERS

4,973 PROPERTY
UPGRADES

WERE COMPLETED LAST YEAR – THAT'S 903 MORE THAN WE FIRST
SET OUT TO ACHIEVE – CATCHING UP ON 2,055 UPGRADES THAT
COULDN'T BE DELIVERED DURING THE INITIAL LOCKDOWN



£76,751

VALUE OF FOOD DONATED



25,000

THE NUMBER OF FOOD PARCELS WE SUPPORTED
THE DELIVERY OF DURING LOCKDOWNS

100%

KEPT OUR CUSTOMERS SAFE BY
MAINTAINING GAS SAFETY COMPLIANCE



fix360 3,782

DESPITE THE INITIAL LOCKDOWN, FIX360 STILL
CONDUCTED THIS AMOUNT OF EMERGENCY
REPAIRS WITH OPERATIVES IN FULL PPE

2,087

NUMBER OF WELFARE CALLS MADE TO
CUSTOMERS BY 50 OF OUR COLLEAGUES,
EQUATING TO 20,000 MINUTES OF
SUPPORTIVE CONVERSATIONS

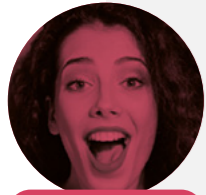
91%

THE PERCENTAGE OF STAFF THAT
WOULD RECOMMEND YHG AS A GREAT
PLACE TO WORK, AN INCREASE OF 3%

20

THE NUMBER OF PARTNERSHIPS
YHG ENTERED INTO WITH LOCAL
SUPPORT GROUPS, SUCH AS
FOODBANKS AND WELFARE GROUPS

CHAPTER 4 OUR VALUES



PASSION

What this means...

a commitment to continually achieving higher levels of performance

How we demonstrate this

1. Delivering sector-leading products and services for customers and colleagues
2. Ensuring our customers and colleagues are at the heart of everything we do

"She constantly strives to deliver a high level of service to customers and our team, going above and beyond and is passionate about always giving a first-class service. She often deals with issues that are not within her role to ensure our customers have the best experience."



PRIDE

What this means...

being the very best you can be, everyday

How we demonstrate this

1. Doing the right thing for customers and colleagues first time
2. Demonstrating our pursuit of excellence

"Her pride for what she does shines through every day – you can see how much she cares. Our younger residents see her as someone they can trust, confide in, and ask for help, support, advice, and guidance. She is also a strong advocate for the young people when dealing with external stakeholders. Her pride for our organisation, her role and our customers and is clear for everyone to see."



CREATIVITY

What this means...

being innovative to help us achieve excellence

How we demonstrate this

1. Doing things differently; excited by new ideas
2. Being brave enough to be the first

"He is an innovator and an inspirational leader and encourages all around him to get involved and push the boundaries. His energy is infectious, and he encourages us all to smash our own glass ceilings, giving us the tools and the guidance to do so!"



ACCOUNTABILITY

What this means...

taking personal ownership and committing to delivering actions and results.

How we demonstrate this

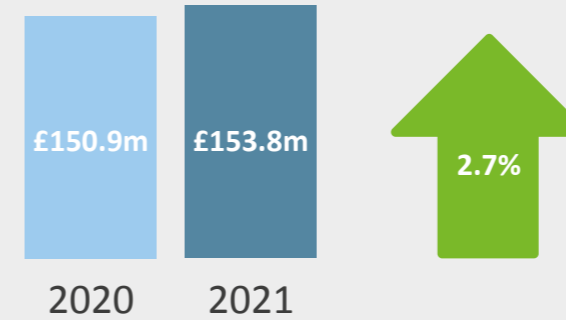
1. Taking responsibility for everything that we do without exception
2. More than just doing the job, it includes an obligation to make things better, solve problems and aim for excellence

"He works tirelessly and assiduously to ensure we meet our contractual obligations and minimise any penalties, building strong working relationships with partners and continuously striving to deliver excellent customer services."

CHAPTER 5 OPERATING PERFORMANCE AND FINANCIAL POSITION

Key performance measures for the year were

Income

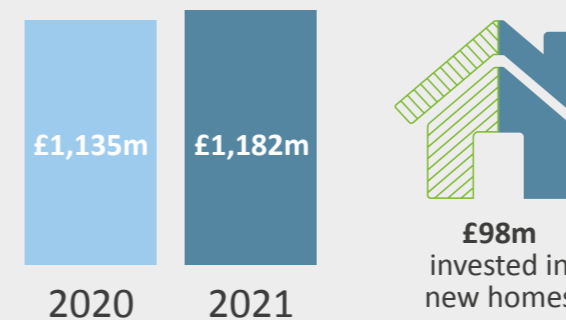


Income increased to £153.8m (2020: £150.9m) due to rents increasing by 2.7% in-line with the Rent Standard.

Earnings before interest, tax, depreciation, amortisation, and property sales (EBITDAS) were £42.8m. The increase compared to last year (2020: £39.7m) is largely due to higher revenue, from the rent increase.

Financial position

Net Book Value



At the end of the last financial year, the Group remained financially robust.

The Net Book Value (NBV) of fixed assets was £1,182m (2020: £1,135m). There was an overall increase in the value of fixed assets due to investments in new homes.

At the year end, the Group had **invested £98m** in properties under construction.

The Group owned and managed **26,121 social rent homes**.

The Group had reserves of £291.5m.



CHAPTER 6 VALUE FOR MONEY

Our overall aim is to utilise our available resources effectively and efficiently to deliver our four business priorities: **Safe, Landlord, Viability and Growth.**

We will do this by:

- Prioritising resources in alignment with our business priorities
- Stopping the things that don't deliver our strategic objectives
- Maximising what we have available through cost and waste reduction, and added value
- Being more efficient through the use of better processes and technology.

The Group has been developing a clear and transparent strategy, focussing on our top priorities, which means we know where to target our resources in the future and how we are delivering value for money.

Improving your homes and giving you even more value for money is key to our business and last year we began a significant five-year home improvement programme in your homes. There will also be additional compliance work taking place, in gas and electrical areas, to ensure that we remain up to date and in line with all regulations required to keep you safe.

Headline Social Housing Cost per Unit (CPU)	£000s	CPU
Management (including service charge)	64,693	2,477
Routine repairs	31,012	1,187
Major repairs	23,720	908
Other costs	11,475	439



26,121

Total social housing units owned and/or managed at period end

CHAPTER 7 HOME IMPROVEMENTS

What we're investing in your homes.

As one of our top business priorities is to be a good landlord, we're constantly evolving and assessing how we work to ensure your homes not only reach the national Decent Homes Standard, as stated by the Department for Communities and Local Government back in 2006, but surpass it.

The publication of the **Charter for Social Housing Residents: Social Housing White Paper** in November 2020 also announced a review of the **Decent Homes Standard**, through which we anticipate the main outcome in 2022, to be a refreshed standard being set.

As such, in July 2020, we committed to a multi-million pound investment into your homes by way of upgrades, improvements and replacements.



The pandemic played a significant part in slowing down the start of these works, but we are pleased to report that we have achieved great success so far.

We're thrilled that we were able to increase the original **£219 million spend, by £50 million**, which forms part of our long-term 30-year investment programme. The additional spend will focus on environmental works to your estates and home energy improvements.

HOME IMPROVEMENT PROGRAMME: UPDATE

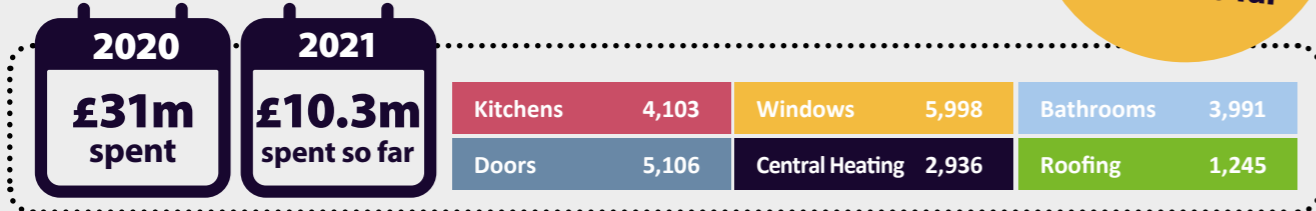
WE'RE SPENDING

£269m

£219m
to
£269m

Upgrades
to almost
7,000
homes so far

IMPROVING YOUR HOMES OVER 5 YEARS



We'll be in touch at least six months before your scheduled home improvement(s)

How do we assess which homes need what?

We survey all homes and look at their current condition as well as where the potential areas for improvements are in their life cycle, i.e., how old things are.



In addition, we will continue to manage our safety requirements. Checks and safety works that we must do by law, such as annual boiler maintenance and electrics, have continued throughout the pandemic and will continue to do so.

	Electrical checks	Every five years
	Boiler check	Once a year
	Sprinklers	Once a year
	Lifts	Every two months
	Emergency lighting	Once a month
	Fire alarm systems	Once a week



CHAPTER 8 REPAIRS AND MAINTENANCE

Delivering emergency repairs through lockdown

It's been a unique year for our repairs and maintenance team, fix360. Between April and June 2020, we temporarily reduced our repairs and maintenance service to emergency repairs only, in response to the national lockdown and our commitment to keeping our customers and colleagues safe. To further keep you safe, we gathered a 10-strong team of fix360 operatives who were on hand to carry out emergency repairs. An emergency repair is where there is significant risk to the resident, their neighbours, or the property.

As a response to the ever-changing restrictions brought on by Covid-19 last year, fix360 continually adapted its repairs and maintenance service, to ensure the safety of both our residents and operatives. At all times, Government legislation was considered along with our own Risk Assessments.

3,782 
EMERGENCY REPAIRS
were carried out by operatives in full PPE

Delivering essential items to vulnerable residents

Our other operatives, who were used to spending their days plumbing, roofing and fixing electrics and other parts of your homes, played a huge role in supporting our vulnerable customers by delivering much needed food parcels and medicines, post, and providing bin clearances and a wipe down service through our 'portage service'. In addition to this, they specified and erected Covid-safe precautions i.e. screens on our sites, as well as leading on securing and co-ordinating the Personal Protective Equipment (PPE) distribution service for the whole of Your Housing Group.



fix360 delivered PPE to over 45 sites across the North West, Staffordshire, and Yorkshire, enabling frontline colleagues to continue to provide services to customers, safely.

We are extremely proud of this service and the positive impact it had on those residents who were isolating, shielding and relied on our service for their essential needs.

25,000

the number of food parcels we supported the delivery of during lockdowns



Customer satisfaction

Customer satisfaction has increased this year with 83% of customers satisfied with their last repair. We know we can do better, and we are working hard to do so. We will continue to seek your views and use your voice and experiences to improve our services.

Apprentices

fix360 continues with its commitment to grow and nurture apprentices, and by March 2021 it had employed 16 apprentices and one trainee, who offer a variety of trades including electricians, plumbers, joiners and a plasterer. We continue to invest in training, with hundreds of courses completed last year including Construction Safety, Working at Height, Fire Safety, Safeguarding and more.

Repairs and maintenance in numbers

99% of emergency repairs were responded to in time

94% of repairs were completed in our target 63-day window

91% of appointments made were kept

88% of customers were satisfied with the operative who carried out the repair

73% of repairs were 'fixed first time'.



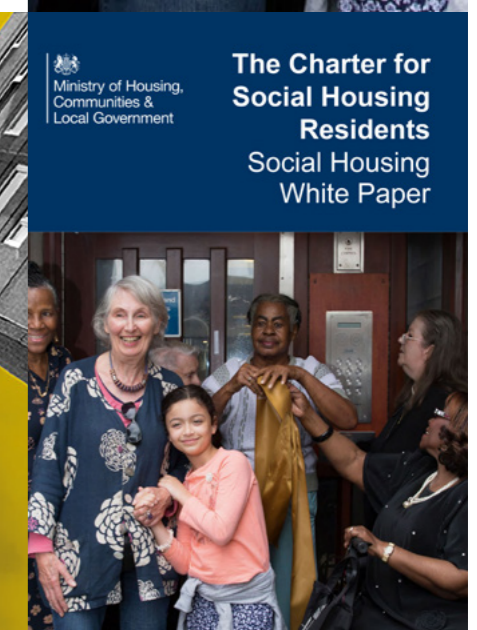
CHAPTER 9 SOCIAL HOUSING WHITE PAPER

The Government published the Social Housing White Paper (SHWP) on 17 November 2020 which aims to deliver improvements around transparency and accountability promised in the 2018 Green Paper.

The pre-cursor to the Social Housing Green Paper was the tragedy in Grenfell, London, in 2017, where a tower block caught fire and tragically, residents lost their lives. It was felt by government at the time that what happened at Grenfell was in some way the result of a building that had been poorly managed, lacked investment and residents were not always listened to.

The focus of the Social Housing White Paper was therefore to safeguard all residents, but particularly those in high-rise living. As well as there being a big influence from the Building Safety Bill and keeping residents safe, there are also a range of other elements covered, ranging from how we invest in our properties, to how we manage disrepair and even some brand new home ownership options.

At the heart of the white paper is the Charter for Social Housing Residents. The charter sets out seven commitments that residents should expect from their landlord.



Ministry of Housing, Communities & Local Government
The Charter for Social Housing Residents
Social Housing White Paper

Below we have listed the **seven commitments** alongside what this means for Your Housing Group customers:

1. TO BE SAFE IN YOUR HOME *(which was already YHG's number one business priority)*

This focuses on the contents of the Building Safety Bill. There are two fundamental changes for YHG. Firstly, landlords like ourselves must now appoint a **"nominated person, responsible for the health and safety"** of our customers. This person will be directly accountable to the Regulator if something goes wrong in this area.

Secondly, all customers in high-rise living should be given a bespoke customer engagement offer and the SHWP is prescriptive in that landlords even have a bespoke Customer Engagement Policy.

We're proud of our **"Your Voice for Resident Safety Framework"** which was recently approved by our Customer Services Committee. We are one of the first landlords in the country to have a strategy of this nature approved.

The SHWP also states that there will be stricter regulation on electrical safety and smoke and carbon monoxide management in our homes. There will also be more formal information sharing between the Regulator of Social Housing, the Health and Safety Executive and the Housing Ombudsman, with a clear focus on landlords keeping their customers safe.

2. TO KNOW HOW YOUR LANDLORD IS PERFORMING

This is about organisations being more transparent about how we manage our finances, in comparison with how we are delivering services for customers. This means that in the near future we will be reporting on things like our Chief Executive's salary and the collective cost of our Executive Team.

We will also have to report on how we are performing across our services such as allocating properties, collecting rent, carrying out repairs, involving customers, managing communal areas and much, much more.

Information on all of the above will be freely available and customers will be able to benchmark us against other landlords. You can use this data to judge whether you are receiving good value for money for your rent.

Just like in Chapter one, we'll be expected to nominate a **"responsible person"** for compliance with Consumer Regulation. Again, this person will be directly accountable for our performance of front-line services.

Chapter two also talks about a new access to information scheme which will give customers more opportunity to access information on our spending and performance.

3. TO HAVE YOUR COMPLAINTS DEALT WITH PROMPTLY AND FAIRLY

The Housing Ombudsman who is the UK's leading authority when it comes to housing complaints, published a **"Complaints Handling Code"** in 2020.

This handling code recommends that organisations make access to their complaints procedure much easier for customers and puts pressure on landlords to respond and resolve complaints quickly.

The SHWP makes adoption of the Complaints Handling Code mandatory.

We are once again ahead of the of the game. When it was published last year, we reviewed our Complaints Policy, cut down the number of stages and focussed on finding solutions for our customers, and adopted the Ombudsman's code.

4. TO BE TREATED WITH RESPECT, BACKED BY A STRONG REGULATOR FOR TENANTS

This is about the inspection regime returning for landlords. Currently the Regulator of Social Housing only formally assesses our governance and financial viability. Front line services such as repairs, allocating properties and housing management are pretty much left alone (unless there is a health and safety breach or "Serious Detriment").

However, this will now change, and landlords will

be assessed across front line services which we hope will create improvements across the housing sector. However, once again, we are pleased that we're ahead of the curve. This regulation is not expected for at least another year. However, in December 2020, YHG's Board approved our Landlord Strategy which is designed to do exactly what the SHWP talks about in this section – improve everything across the front line, striving for an excellent customer experience.

5. TO HAVE YOUR VOICE HEARD BY YOUR LANDLORD

This is about ensuring landlords like us are responsible for strengthening their approach to customer engagement, meaning we must provide the voice for customers both within our neighbourhoods and at all levels of the business. Once again, we've been proactive in this area.

Our Your Voice Framework was approved in February 2021 and now puts the customer voice at the heart of everything we do.

We have established a new Customer Services Committee and Customer Connect Panel who (in different ways) both oversee the delivery of customer engagement. We also now have more engagement pathways for our residents than any time in recent years, and we are always looking for more residents to engage with! If you want to get involved, please email us at yourvoice@yourhousinggroup.co.uk

6. TO HAVE A GOOD QUALITY HOME AND NEIGHBOURHOOD TO LIVE IN

This chapter tells us that **"Decent Homes"** (the programme that dictates when we replace kitchens, bathrooms, etc) will be enhanced and our homes will be more energy efficient.

As landlords, we will also be tasked with making better use of green spaces and community facilities such as playgrounds and community centres. There is a big focus on how we manage antisocial behaviour, let our properties, and offer even give more support to residents.

Once again, we have proven to be proactive in this area. Already we have implemented a brand-new Tenancy Support Service who will provide intense support to our most vulnerable customers. We are making better use of how we allocate properties on a local level and we have also reviewed key documentation such as our Antisocial Behaviour Policy and Domestic Abuse Policy. In addition, we are even looking at how we can provide better support to the armed forces community.

7. TO BE SUPPORTED TO TAKE THEIR FIRST STEP TO OWNERSHIP

This is the shortest chapter of the SHWP and is the section with least impact to current customers. There is a big focus on a new Shared Ownership model where prospective buyers will be entitled to buy as little as a 10% stake in a property and rent up to 90%.

Support of the Right to Buy is also mentioned and there is an acknowledgement to service charges being more transparent. We look forward to more information being released on this chapter.

All in all, the SHWP is a positive move nationally for the housing sector and we feel it will help us make further improvements to the services we deliver.

CHAPTER 9

SAFER HOMES AND COMMUNITIES - WHAT WE'RE DOING TO KEEP YOU SAFE

As we've already said, we take your safety very seriously – it's our number one business priority – and in addition to everything outlined in the previous chapter, below are some of the other things we're doing to meet that commitment.

BUILDING SAFETY

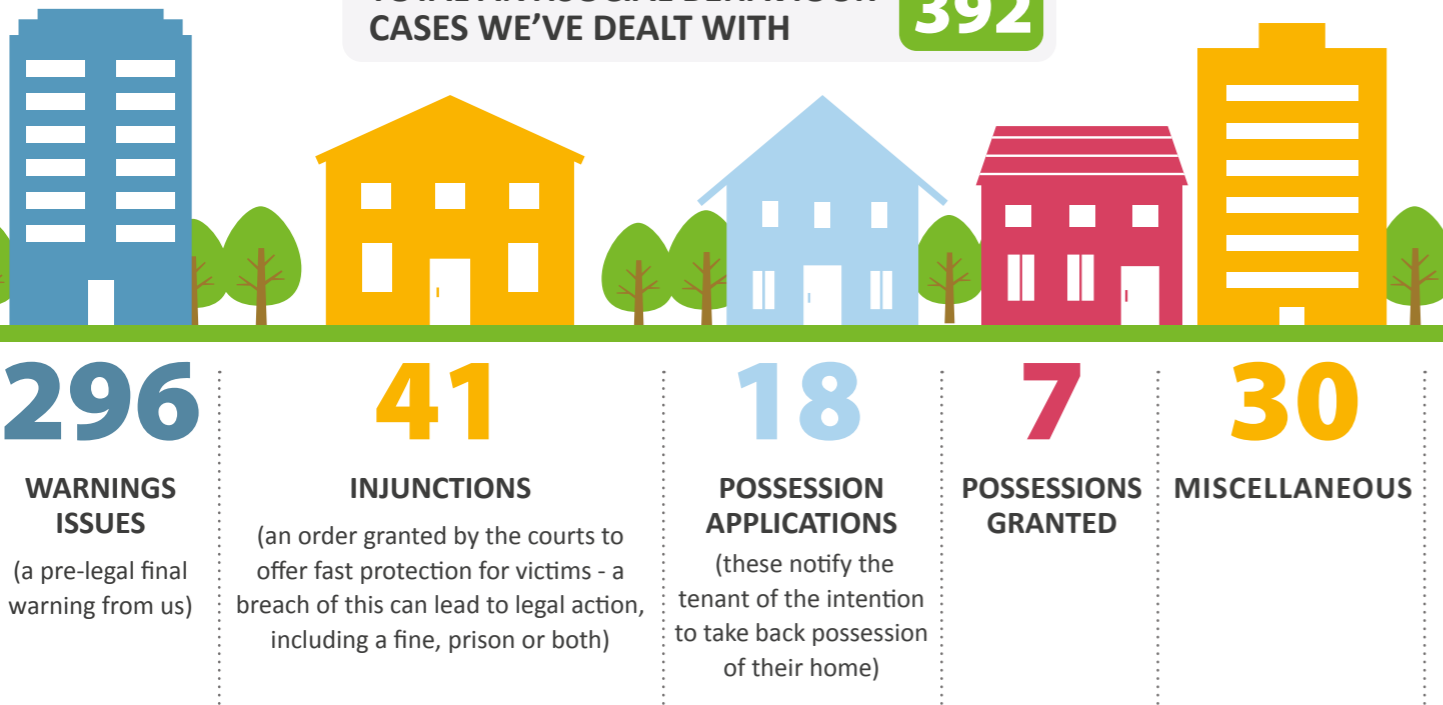
In addition to appointing a Head of Resident Safety last year, we're in the process of setting up a new panel of residents who live in one of 11 high rise buildings to help us better understand how we can enhance the safety of your home.

The buildings we will work with initially are:

BUCKINGHAM HOUSE	YORK HOUSE	RIVER VIEW
BROMPTON HOUSE	ADLINGTON HOUSE	PARK VIEW
RUTLAND HOUSE	PRINCESS COURT	STANLO HOUSE
SYDENHAM HOUSE	THORNGROVE HOUSE	

ANTISOCIAL BEHAVIOUR

TOTAL ANTISOCIAL BEHAVIOUR
CASES WE'VE DEALT WITH **392**



COMMUNITY SAFETY
Your safety at home and within your community is paramount and we take any threat to that very seriously.

SAFEGUARDING

We had between 145-200 safeguarding reports each month last year.

Safeguarding reports can cover:

- Domestic abuse
- Sexual abuse
- Hoarding
- Child sexual exploitation (CSE)
- Scamming
- Modern slavery

We offer substantial training for all YHG colleagues on:

- Safeguarding
- Antisocial behaviour
- Domestic abuse
- Equality, diversity, and inclusion.

We have the following policies and procedures in place:

- Antisocial behaviour & Hate Crime
- Safeguarding
- Domestic abuse
- Hoarding
- Equality & Diversity

You can read them in full at www.yourhousinggroup.co.uk/about-us/policy-strategy/
In July 2021, we also participated in the first ever official UK-wide #ASBAwarenessweek and we also host our own annual campaign, 'Safeguarding September'.

CHAPTER 10 CUSTOMER CONNECT

In 2020 we reshaped the way we engage and listen to customers to help improve our standards and Customer Connect is central to this journey. It covers three key areas:



YOUR SERVICES

This is about continuously improving the services that you receive. Whether it's at the start of your journey with us when bidding for your first property, reporting a repair, or maybe even asking us for help via our antisocial behaviour team, we want you to receive a first-class, right-first-time experience, tailored to your needs.

Part of Your Services included reviewing and agreeing fresh service standards, which clearly set out what you can expect from us. Following the review, which was carried out in consultation with our Customer Operations Committee, we now have 11 service standards – available to read on our website – ensuring we deliver a fair and equal service consistently across everything we do. We also appointed a “Customer Champion” for each of these 11 areas, who we can work alongside to develop policies and projects, ensuring customer influence drives everything we do.

In addition, all front line colleagues have received bespoke Customer Connect training to make sure that all of our colleagues provide the same level of customer service to our customers, regardless of the service you're accessing or the location you access it from.



We want you to receive a first-class, right-first-time experience, tailored to your needs.

YOUR FEEDBACK

This is how we manage and respond to you when you tell us when things go wrong via complaints, or indeed when we do a job and you compliment us. In 2020 we carried out a review of our complaints policy and changed it to make it easier than ever to make a complaint. Our complaints are now handled quicker and more efficiently and we've also introduced “informal complaints”, where a manager will simply deal with the issue and right the wrong. And this saves our formal process for those who really need it.

We have introduced collecting customer satisfaction data on complaints and we also introduced a “lessons learnt forum” where our management team review what's gone wrong and how we can put things in place to stop a repeat.

YOUR VOICE

we're listening

This year we relaunched how we engage with you under two crucial strategies:

YOUR VOICE FRAMEWORK

This sets out how we will engage with customers – both corporately and across our neighbourhoods - over the next two years. Already we have increased the number of strategically involved customers to nine, with work underway to grow this even further, by creating the Customer Connect Panel. This feeds directly into our Customer Services Committee. We have also developed the role of front-line officers to ensure that engaging with customers is part of our DNA and is now “everyone's job”. Our customer engagement team's role is to ensure this engagement on local levels is carried out consistently and staff are given the right support to achieve this.

We also have bespoke engagement opportunities for both our Older People and Supported Housing services. So, regardless of your housing tenure or where you live, there are plenty of opportunities to get involved.

YOUR VOICE FRAMEWORK FOR CUSTOMER SAFETY

This is a bespoke service for customers living in high-rise accommodation (14 storeys and above) and is a way for them to engage with us on everything that concerns them about the building they live in.

CHAPTER 11 SUPPORTING YOUNG PEOPLE

We're proud to support young people and vulnerable residents through our supported housing and young peoples' foyers.

ADULT AND FAMILY SERVICES

We provide 111 safe homes for survivors of domestic abuse across Greater Manchester, Lancashire and Merseyside.

AGENCY MANAGED SERVICES

We own almost 800 homes across the North West where 3rd party partnering agencies provide care and support to our customers.

VULNERABLE TENANT SUPPORT SERVICE (VTSS)

Supporting up to 80 customers at any one time in their own homes, VTSS is our outreach support service operating across Warrington.

SUPPORTED HOUSING IN NUMBERS

206

young people supported this year (this is slightly lower than usual due to the pandemic)

73%

of young people this year moved on successfully, into independent and settled accommodation

81%

self-reported that they were better equipped to manage their mental health

78%

participated in training, employment, or education

£ 1.9m

is the figure generated in social value as measured by HACT (Housing Association's Charitable Trust)

4

All four of our foyers were recently inspected by the Foyer Federation, the national umbrella organisation for foyers, and they were each awarded the highest possible award

STRATEGICALLY: **STRONG**

OPERATIONALLY: **STRONG**

We're really proud of this achievement!

OUR FOYERS

Foyers provide a safe and nurturing place for young people aged between 16-25 to live, learn and transition to independent adulthood.

We manage 125 units across:



Bridge Foyer
Chester
31 units



Coops Foyer
Wigan
24 units



Ravehead Foyer
St Helens
32 units



Verve Place
Warrington
38 units

SUPPORTING YOUNG PEOPLES' MENTAL HEALTH DURING NATIONAL LOCKDOWNS

Like everybody else, during lockdowns we had to do things differently when it came to supporting our younger residents.

To support keeping everybody safe we made daily welfare calls either by phone, via intercom or by using WhatsApp – whatever they preferred. We maintained our foyers' ethos of involvement but did it in a socially distanced way. The communal areas were closed but we held quizzes on WhatsApp, socially distanced cooking sessions, outdoor activities when these were in line with guidelines – i.e. country walks. Then we had an idea...

The BIG Foyer Walkabout Challenge

STEP COUNTER

31,711,206

Manchester to Sydney

21,788 kilometers

125 young people and colleagues

Our goal: encouraging young people to achieve health related goals and targets after lockdown!



CHAPTER 13
WORKING WITH COMMUNITIES

Our Regeneration team works across the North West delivering community projects to benefit our residents with:



EMPLOYMENT AND SKILLS



HEALTH AND WELLBEING



YOUTH PARTICIPATION



COMMUNITY DEVELOPMENT



TACKLING POVERTY



HOUSING

Our team of problem-solving officers work with our own employees, customers, and partner agencies to deliver improvements across all our communities.

Through our Regeneration Strategy we have developed four Priority Neighbourhood Plans for:



These areas have been identified due to the number of homes that we own and manage in that area, or possible issues that may exist, and some areas even have legacy agreements* in place from when they “stock transferred” to us from either another landlord or a local authority.

*Legacy Agreements are deals made by Board during Stock Transfer. Stock Transfer is the process of local landlords, such as Manchester & District Housing and Staffordshire Moorlands Housing, transferring their ownership of homes to a larger housing organisation, like ours. As a result, deals are often made to safeguard the interests of communities. These deals are often referred to as “legacy agreements”.

PARTINGTON

Partington is an area of Trafford in Greater Manchester, currently in a state of transition.

There has been previous history of crime and antisocial behaviour, poor property conditions and poverty.

We are preparing part of the area for demolition and improvements. We’ve supported over 40 residents affected by the demolition; worked closely with them, their families and partner agencies to find everyone a suitable and permanent home to move into. We’ve also provided 1-2-1 support to residents affected, some of whom were facing poverty and have complex support needs.

We have also been working with the Hope Centre in Partington who has supported some of the most vulnerable in our community during the pandemic. We have been able to work in partnership with the centre to deliver over 12,000 food parcels to those who needed them the most.

We’ve also worked with Foundation 92, the charity arm of Salford FC, to deliver sports activities throughout the estate to hundreds of young people.





STAFFORDSHIRE MOORLANDS

Whilst we deliver a range of community activities across different locations in Staffordshire Moorlands, such as Biddulph, Leek and Haregate, our main offer is employment and skills support.

Last year, we were able to support 97 of our residents into employment or training, another fantastic result, against the backdrop of the pandemic. Along with the rest of the world, our work club went “virtual” and our Regeneration Officer worked tirelessly on Facetime and Zoom hosting virtual workshops, interview preparation, and calls to offer advice and support where needed.

MANCHESTER CITY CENTRE

Our Manchester City Centre properties are home to a large population of residents of Chinese heritage, many of whom speak Cantonese as their first language.

We work across the city with these communities by engaging two primary partners - Wai Yin and the Chinese Health Information Centre (CHIC). Last year we managed to engage over 1,000 residents in a range of activities such as health and wellbeing exercises, language courses and employment and skills training.

Celebrating Chinese New Year was a little different for our Cantonese residents who, due to restrictions, couldn't gather as they usually would. A virtual event was organised where

residents were delivered a gift bag, recipe card and joined a Zoom call so they could catch up with friends and celebrate together with over 100 people joining in the celebrations.



Tung sing, Chinese New Year

As many of our Priority Neighbourhood Plans are nearing an end this year, as is our Community Regeneration Strategy, the team is currently reviewing how we do things and if necessary, where we work next. If you'd like to get involved or have your say, please contact the Community Regeneration Team by emailing CommunityRegenerationTeam@yourhousinggroup.co.uk



ANFIELD

Anfield is traditionally one of our most involved areas and over a number of years we have delivered many community regeneration projects, however we are now in the process of completing our final elements of the Anfield Regeneration plan.

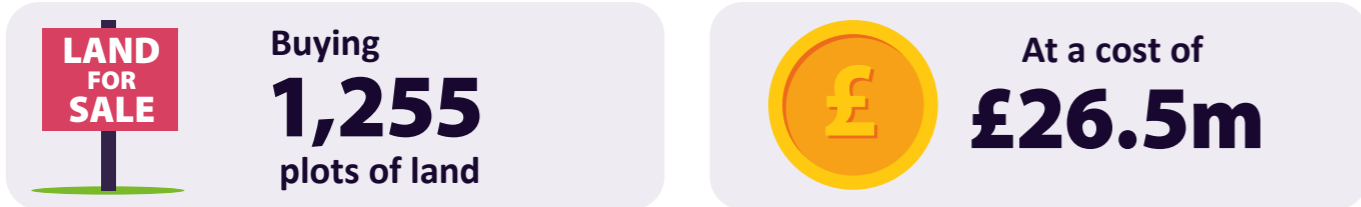
In the main we have been working with the Anfield Alley Angels. A project designed to clear up the various alleyways in and around the estate and leave them clear of rubbish, litter, and fly tipping.

We have also been supporting the Homebaked project, working alongside Liverpool City Council and other local partners.

CHAPTER 14

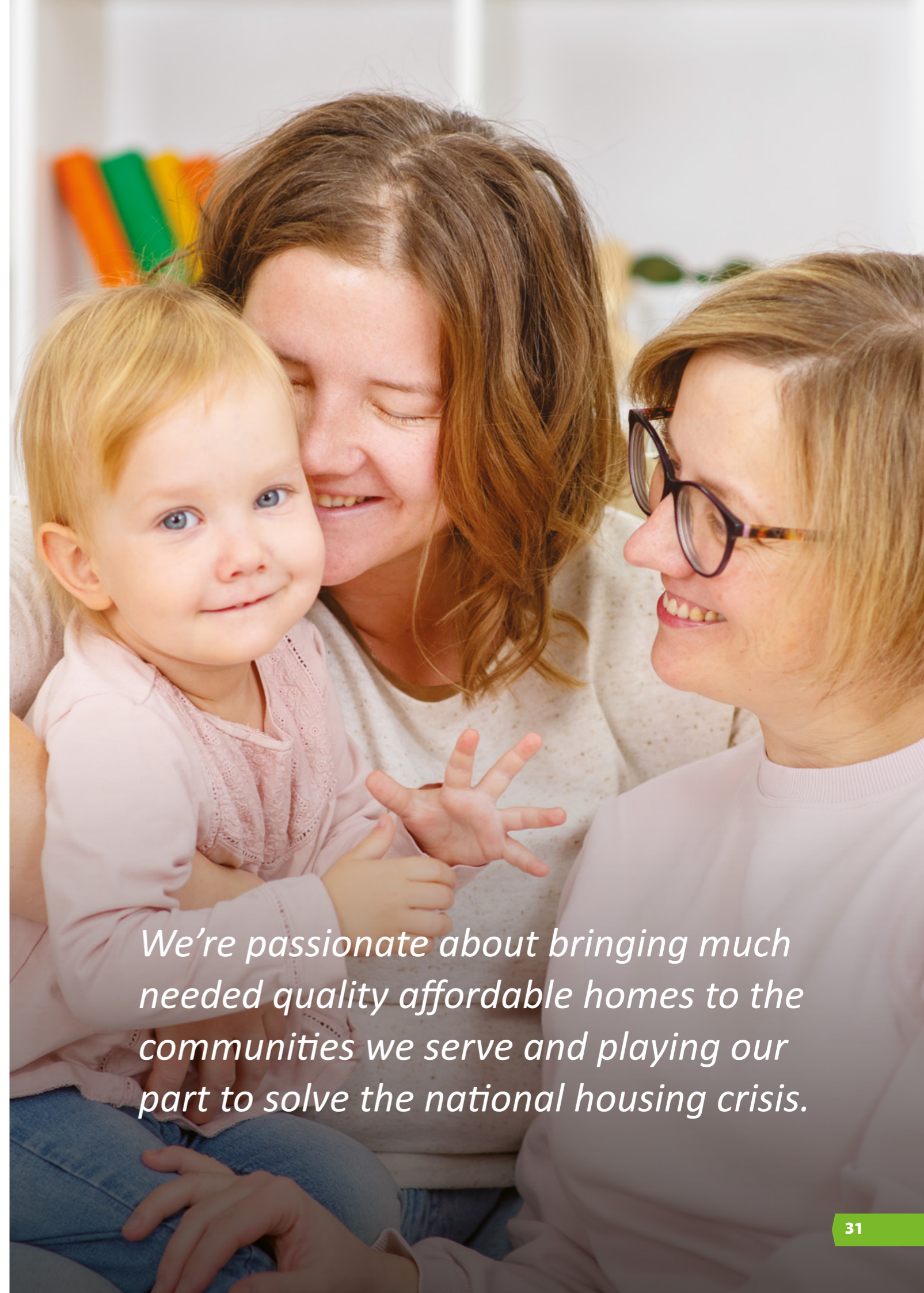
BUYING LAND AND BUILDING MUCH NEEDED QUALITY AFFORDABLE HOMES

Working in partnership with Homes England and several leading developers, last year we created more places for people to thrive by:



£67.2m

Invested in building new homes



We're passionate about bringing much needed quality affordable homes to the communities we serve and playing our part to solve the national housing crisis.

We'd love to hear from you:



[yourhousing](#)



[@Your_Housing](#)



[yourhousinggroup](#)



[/yourhousinggroup](#)



YourVoice@yourhousinggroup.co.uk



yourhousinggroup.co.uk



Your Response 0345 345 0272

NEED A TRANSLATION?

需要翻译文本？

Czy potrzebują Państwo tłumaczenia?

تحتاج إلى ترجمة؟

ترجمة کی ضرورت ہے؟

Braille and audio versions also available

Call Your Response
on 0345 345 0272