The YHG Plan

Your Housing Group's Corporate Plan

2024-2027

Though our passion for housing, more people have a safe place to call home

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This plan sets out what we will achieve between 2024 and 2027 and how we will do this.

Though our passion for housing, more people have a safe place to call home

Context

This plan has been developed against a backdrop of both change and challenges for the sector as a whole, and society in general.

The recent geopolitical situations have impacted economies across the globe as the utility markets tightened, gas prices soared, and commodity costs increased. In the UK, inflation reached a 41-year-high of 11%, driven in the main by increased utility costs.

Throughout 2023, inflation did slow, but it still remains high and many people continue to face unprecedented day-to-day living costs, which has often hit those on the lowest incomes the most. Businesses are seeing the impact of the wider economic pressures too, leading to increased costs for labour and materials and pressures on recruitment and the retention of staff.

Unfortunately, these challenges have also coincided with the ongoing period of recovery from the pandemic with pressures on health and other public services continuing, and some of the most vulnerable in society finding it the hardest to access the support they need. Crisis estimate that in 2023, over 300,000 households faced the worst forms of homelessness.

There is also an increased focus on what housing associations are delivering for residents and rightly so. Building safety remains high on the agenda with the introduction of the new Building Safety Act in 2022, and the political and public focus is upon the condition of rented housing, particularly in respect of damp and mould, and repairs.

The new Social Housing Regulation Bill became law in 2023 and provides greater powers for the Regulator of Social Housing, who has introduced new consumer standards and regulations to improve the performance of housing associations, and therefore the experience of residents.

We need to step up to and into these new challenges and recognise that they will also bring opportunities. We need to work with our residents to ensure that our properties and services always meet standards that we can be proud of. The YHG Plan seeks to respond to, provide clarity and direction to, and help us balance our resources in order to deliver our vision.

About Your Housing Group

Your Housing Group is a registered social landlord. We own and operate approximately 29,000 properties primarily in the North-West of England.

We provide rented housing and services to meet a range of needs for our residents including individuals and families, for those aged 55+ and coming up to and beyond retirement age, extra care support homes, and supported housing for those facing homelessness for a variety of reasons.

We also hold a large portfolio of shared ownership homes and a small number of private rented properties. We are a strategic partner of **Homes England** and each year deliver hundreds of new affordable homes, playing our part in resolving the housing crisis.

We employ just over 1,000 dedicated colleagues who make all we do possible every day.

How customers helped shape this plan

Our new plan has been influenced by the views of our customers who had the opportunity to shape it in a number of ways.

We used insight from our customer data during Board strategy discussions which also involved our Customer Services Committee (CSC) in the early days of development. We also engaged with our more involved customers in qualitative discussions on the objectives of the plan before surveying over 3,000 customers.

The results of this survey helped us to validate the aims and objectives and provide us with a level of certainty that what we are proposing is what is important to our customers.

Our vision and values

Our vision reflects who we are and what we do.

Our people care about ensuring everyone can access a safe, comfortable, and affordable home, and understand the difference that can make to someone's life.

We know that now, more than ever, having a safe place to call home is vital, and that is about more than just bricks and mortar. Being safe is about having a home in a safe environment, where you feel supported and connected to your community, and can have a stable foundation to grow and thrive.

Our values represent how we act and react, and how we work with each other, our residents, and our partners.

We are authentic, open and dependable; and we do what we say we'll do.

We show kindness and consideration to our customers and each other.

We listen to people, and strive for equity and inclusivity in all that we do.

The YHG Plan

Our **three-year plan** sets out how we'll achieve our vision:

Through our passion for housing, more people have a safe place to call home

WHAT we'll achieve

- Passionate people
- Safe buildings
- Safe environments
- Secure and connected

HOW we'll achieve it

- Efficient business
- Viability
- Advocating
- Working in partnership
- Growth

Read more on pages 8 to 11

What we'll achieve by 2027

Our people care about what we do and through their passion for housing, we will strive to ensure everyone can live in a safe, comfortable home in a community and environment in which they enjoy and can thrive.

1. Passionate people

We have a team of talented employees who understand housing, care about our residents, and live our values every day.

- We will have a behavioural framework (known as the YHG way) based on our values, and embedded throughout our organisation, underpinning our culture.
- We will have implemented our People Strategy ensuring that we have a high performing, engaged workforce with the right skills, experience and behaviours to deliver this plan.
- We will continue to be an inclusive organisation which recognises and values diversity, and be a place where everyone feels able to bring their best selves to work.

2. Safe buildings

We provide safe buildings that are decent, warm, and well maintained.

- We will ensure all our buildings are safe and we have a plan and funding in place to ensure all meet the requirements of the Building Safety Act 2022.
- At least 66% of our homes have an Energy Performance Certificate (EPC) rating of C or above, with a plan in place for all to reach EPC C by 2030.
- All our homes will meet new Decent Homes Standard (Phase 2).
- We will have developed a new repairs standard with our residents and will be consistently meeting its targets.
- We will have integrated both asset and repairs data to enable us to put in place a proactive maintenance programme.
- We will have high levels of customer satisfaction regarding the quality of our homes.

3. Safe environments

We create safe environments to live in.

- We will listen to and work with our residents and partners to tackle antisocial behaviour to help residents to feel safe and allow us to provide an efficient, responsive service.
- Our customer satisfaction about the environment in which they live will improve.

4. Secure and connected

We offer a place where residents can live well and feel secure and connected to both their community and YHG.

- We will have a programme of support and signposting with our partners to reduce rent arrears, tenancy turnover and lessen 'frequent fliers'.
- We will hold sufficient and relevant data on customers to allow us to design appropriate support for them.
- We will use our data and processes proactively to identify and support our most vulnerable residents.
- We will have a diverse range of engagement activities to allow all residents, who wish to, to influence decision making.
- We will have a defined community strategy in place reflecting our size and scale in each neighbourhood, which empowers and enables communities to support themselves.
- We are a genuinely inclusive organisation, where all residents feel valued and heard, and any barrier to participation is removed.
- We will have a core customer offer which is designed with our customers, fit for purpose and easy to access.

How we'll achieve this

Key outcomes by 2027

We will focus on the areas of our business that will ensure we achieve our goals effectively and successfully. Safety, efficiency, resident engagement and growing in the right areas are key to this.

1. Efficient business

Being a more efficient business.

- We will listen to our customers and use their insight to help shape our business and services.
- We will simplify our IT systems so that they integrate and operate effectively to deliver services efficiently.
- We will develop a well governed, trusted data set to enable effective business decision making.
- We will develop effective structures, processes, and procedures to deliver the business objectives.
- Our suppliers will share our values, as well as deliver efficiently for all our customers.

2. Viability

Remaining viable and investing our available resources towards our goals.

- We will have secured additional funding to meet our strategic objectives.
- We will have a strong, robust control environment.
- Our culture of value for money will be embedded.
- We will maintain our strong governance, recognised by the Regulator through a return to G1.
- We will be a socially responsible and sustainable organisation, delivered through an Environmental, Social and Governance Strategy.

3. Advocating

Advocating for our customers and sector.

- We will seek to use our membership of the National Housing Federation to advocate for policy changes on key sector issues impacting us and our customers.
- We will actively seek and share best practice for the benefit of our customers and the wider sector.

4. Working in partnership

Working in partnership with others.

- We will be a key partner within local authority strategic partnerships in our main areas of operation.
- We will work with other public and voluntary sector bodies, sharing expertise and resources to improve outcomes for our residents.

5. Growth

Growing our business to achieve economies of scale and deliver more affordable housing to those who need it.

- We will seek to grow, only when we have the financial capacity to do so.
- We will continue to engage with Homes England and develop new, affordable homes.
- Where appropriate we will acquire existing social homes for the benefit of our customers.

Prioritisation

Our business is quite diverse and particularly with diminishing public services it would be easy to step into areas which are not our speciality. Within the housing sector there is always the opportunity to do more but we need to recognise that we have limited resources.

To help our decision making, the Board has agreed which areas of the business will be our core, and this is where we will focus our resources. This will centre on affordable rented homes. Crucially, we will ensure that we fulfil our vision of a **'safe place to call home'** for our existing residents before we invest our resources in growing our business and building new homes.

Financing our plan

We have a 30-year financial programme in place which has been developed to underpin this plan and allow sufficient financial capacity to deliver against these ambitions.

We will try to ensure that our rent and service charges will cover our running costs, the increasing demand for our services, and our planned investment work, ***and therefore*** enable us to keep our homes ***safe*** for all our residents.

We currently have £144 million of agreed, secured and as yet unused capital which provides sufficient funding to undertake the activities within this plan in years' one and two.

We will also be looking to increase this funding by £50m-£100m over the next twelve months, through a mix of existing and potential new lenders.

It's also anticipated that during the lifecycle of this plan, 2024-2027, we will work on further increasing our capacity in order to better manage our existing debt.

Delivering our plan

To ensure we deliver the outcomes detailed in this plan we have developed a number of actions which will be delivered over the next three years. This will be further translated into team objectives and operational plans.

Governing our plan

Monitoring, reviewing and reporting on progress is important to ensure we are on track. It will ensure that goals are delivered and also allow us to take the opportunity to learn and adapt as the external environment changes.

Strategy

This corporate plan is our strategy. It is agreed and monitored by the Board. It defines our three-year goals and aspirations and makes it clear where we will direct our resources to achieve our vision.

Operational Delivery Plans

Underpinning this corporate plan is a series of annual operational delivery plans with actions and targets. These mean that we ensure our teams, and their priorities, are aligned to achieving the longer-term goals.

Key Performance Indicators (KPIs)

We have developed a comprehensive set of KPIs aligned to the goals within this strategy. The KPIs allow us to monitor on an ongoing basis the progress we are making towards our annual targets and our longer-term goals. They allow us to quickly identify and take remedial action should anything go off track.

Monitoring and Outcomes Review

The Board will use its established governance framework to monitor progress across key areas on a regular basis and provide assurance throughout the year. In addition, the Board will review the overall plan on an annual basis, look at the outcomes in each key area of the plan and approve the actions and targets for the coming year.

BOARD
Corporate Strategy and Business Plan

Investment Committee	Property Operations Committee	People Committee	Customer Services Committee	Audit & Risk Committee
Treasury, New Development & Growth	Property Investment (existing), Repairs & Maintenance, Building Safety, and Compliance	People & Culture, Colleagues, and Health & Safety	Landlord Service and Customer Voice	Risk Management and Internal Control


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