



**Yorkshire
Housing**

Active asset management strategy

Our vision for existing homes



Active asset management strategy

At Yorkshire Housing we want to make it possible for our customers to have ‘a place you’re proud to call home’. The condition of those homes, and where in Yorkshire they are, is a particular focus of this strategy.

We want to use the information on our homes to start to make increasingly intelligent decisions on all manner of things, always with the intention of improving our service offer to customers. This strategy will lay the building-blocks for a transitional move to delivering pre-emptive services to customers.

Our strive to move towards more efficient, pro-active services links with our commitment to reducing our impact on the environment. This strategy sets out our ambitions for reducing fuel poverty in our customers’ homes and reducing our total carbon emissions.

To achieve all this will require significant levels of investment, but we’re ready for that. We’re designing new standards for our customers that are fit for the future and over the life of this strategy will invest in excess of £100m in homes and places that are equally fit for the future; in places that our customers are proud to call home.

£100m 

How much we’ll invest in our customer’s homes and places

To make this strategy work, we'll focus on...



Customer obsessed asset management

To keep customers at the heart of our decisions, recognising that effective asset management is about so much more than bricks and mortar. Our assets are our customer's homes.



Asset intelligence

Continue to improve the quality of our asset information to ensure we're making informed decisions about the condition of our homes and use this data to start to move to a pre-emptive service offering.



Our environmental impact

To year on year reduce our environmental impact from our customer's homes but also in our business activity; exploring new technologies and helping customers transition to a low-carbon future.



Fit for the future

Develop an ambitious Yorkshire Housing Home Standard fit for the future and invest every penny wisely; contributing to our ambition of creating homes and places to be proud of.

Focus:

Customer obsessed asset management



Customer obsessed asset management

To keep customers at the heart of our decisions, recognising that effective asset management is about so much more than bricks and mortar. Our assets are our customer's homes.

We want...

To ensure that our customers share and support our ambitions for the future. Whether that be with our approach to retrofit, how we prioritise our Yorkshire Housing Home Standard or with the development of smarter technology to help us understand how our homes are performing.

1

To achieve this, we will...

Invest in making sure we have dedicated resident liaison resource to help coordinate our investment and retrofit programmes. We'll work with our resident-led committees such as the Climate Change Working Group and our Customer Voice and Review Committee (CVRC) as we progress through the life of this strategy. We'll also be really mindful in making sure that our switch to delivering pre-emptive services is something our customers are fully supportive of.

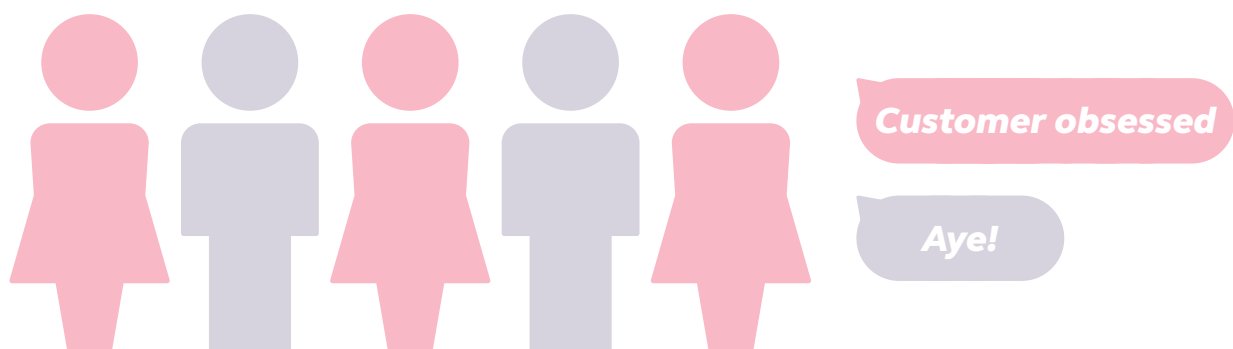
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Customers at the heart →

Customer obsessed asset management

Our approach looks a lot like this:

-  We take a zero tolerance approach to damp and mould in our customer's homes. We don't refer to lifestyle factors as being the cause of damp, mould and condensation and we'll do what is required to make sure cases are permanently resolved.
-  As we continue to improve how we use our asset intelligence, we'll make sure that the principles that underpin our approach to active asset management are shaped by customers; ensuring that we start to create a portfolio of homes that are popular with customers and in places that they want to live.
-  Through our smart-home pilots, we'll start to test the benefits and any concerns with a small group of willing customers. This will ensure that when we roll out this technology at scale, we're in the best possible place to get customer buy-in.
-  We'll work really closely with customers to help shape and prioritise the design of the Yorkshire Housing Home Standard.
-  We recognise that there is an element of uncertainty about retrofit and concern regarding the often intrusive nature of the works and the lack of familiarity around low-carbon technologies. We'll work with our customers to help develop a shared understanding of how best to approach this and, most importantly, on getting the basics right first.



Here's why we're customer obsessed

Our customer's 16,500 homes output around 50,000 tonnes of carbon dioxide per year. We plan to get that number to zero by 2050 – but we can only do that together.

It sounds pretty strange, but the housing sector has a model based on things failing. We wait for customers to tell us something is broken and then we fix it. It's not a good experience for our customer's and doesn't make good business sense either.

We'll invest circa £100m in our customer's homes over the life of this strategy. When we do this, we want to minimise disruption as much as possible which is why we'll be designing energy efficiency and decarbonisation elements into our Yorkshire Housing Home Standard; reducing energy consumption and saving the planet.

Our shift to a pre-emptive approach will turn an outdated service offer on its head. We'll use data and what we know about our customers to predict the future. So we can intervene before something goes wrong. This will be revolutionary for the business and evolutionary for our customers.

50,000t 

Carbon dioxide our homes currently output per year

£100m 

How much we'll invest in customer's homes and places

Focus:

Asset intelligence



Asset intelligence

Continue to improve the quality of our asset information to ensure we're making informed and timely decisions about the condition of our homes and use this data to start to move to a pre-emptive service offering.

We want...

To ensure that we're collecting relevant and purposeful information on the condition of our homes so that we can use it to provide a better service to our customers. We'll also use this data to start to lay the foundations of a transformational move to providing a pre-emptive service to customers.

1

To achieve this, we will...

Collect more stock condition survey data over the life of this strategy than we have ever done before. We'll use this information to inform investment programmes, signpost areas of concern such as damp, mould and condensation and drive forward energy efficiency and retrofit programmes. We will also use this data to identify assets which have reached the end of their economic life or are unpopular with customers.

2

Go team go!



Asset intelligence

Our approach looks a lot like this:

- ✓ By 2025, we'll ensure that every home has had a stock condition survey, energy assessment and health and safety survey (HHSRS) in the last five years.
- ✓ We'll then continue to make sure we're refreshing and validating this information at least once every five years thereafter.
- ✓ We'll roll out a series of smart home pilots that will start to feed live information back to us on the performance of our homes. This might be in relation to temperature, humidity or even boilers letting us know they're about to fail before they do. Along with our huge collection of existing asset data, it'll be how we'll start to move to providing a pre-emptive service to customers.
- ✓ We'll overlay data from other areas of the business, too. This will allow us to really understand the performance of our homes and places.
- ✓ With this information, we'll implement plans to ensure we're investing in homes and places to be proud of, and start to make decisions about places that don't meet our customers' expectations. Investing in the right homes, in the right places, at the right time.
- ✓ To do this, we'll apply a series of varied underlying principles to determine the long-term viability of our homes, whatever the tenure.



Our homes at a glance...



Of our homes are in Yorkshire - too reet!



Are rented homes



Are leasehold

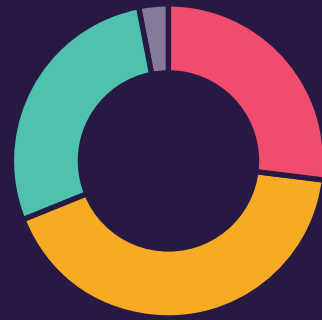


Are market rent



Are shared ownership

Our homes split by number of bedrooms:



Of our homes are heated by gas



Of our homes are heated by solid fuel or oil... but not for long!



Of our homes meet the decent homes standard



Customers satisfied with the quality of their home



Focus:

Our environmental impact



Our environmental impact

To year on year reduce our environmental impact from our customers' homes but also in our business activity; exploring new technologies and helping customers transition to a low-carbon future.

We want...

To address the seriousness of climate change and our impact on the environment. Whether it be the impact of fuel poverty on our customers, the energy efficiency of their homes or the carbon emissions of both our customers' homes and our business activity. Over the life of this strategy we're going to invest more than we've ever invested in reducing the impact of each of these.

1

To achieve this, we will...

Invest an additional £8m of energy efficiency and retrofit works in our customers' homes in the run up to 2030. We'll also work closely with our partners and local authorities to ensure we're accessing subsidy such as the Social Housing Decarbonisation Fund which will enable us to do more, faster. We'll also commit to reducing our environmental impact year on year; all the while making decisions the represent value for money and protecting the Yorkshire Housing Pound.

2

Doing the reet thing →

Our environmental impact

Our approach looks a lot like this:

- ✓ Complete retrofit pilot projects in 2022/23.
- ✓ Commence retrofit and energy efficiency programmes at scale from 2023 onwards.
- ✓ Ensure each of our customers' homes achieves a minimum energy efficiency rating of SAP Band C by 2030 – investing an additional £8m in the process.
- ✓ To make this happen we'll start to develop 'green skills' within our in-house workforce and grow this team over the life of the strategy.
- ✓ We'll take a fabric first approach. This means we'll be providing improvements to the fabric of the building, such as insulation. It reduces the need for heat, and heating bills as a result.
- ✓ We'll nonetheless address where we have inefficient heating systems and have replaced all oil and solid fuel systems over the course of this strategy.
- ✓ With this information, we'll implement plans to ensure we're investing in homes and places to be proud of, and start to make decisions about places that don't meet our customers' expectations.
- ✓ We'll also continue to investigate the use of existing, new and emerging technologies such as solar PV, battery storage, remote sensors and sources of energy generation such as wind power.



Our Roadmap to net zero

The UK has committed to achieving net-zero emissions by 2050.

Emissions from domestic properties currently account for around 25% of the UK's carbon emissions. We take our impact on the environment very seriously and have drafted our roadmap to achieving net-zero.

Over the course of this strategy, our work will focus on reducing the heat demand within our properties and replacing our most inefficient heating systems with low carbon solutions.

Beyond the life of this strategy, and post 2030, will start to phase out gas heating systems in our existing stock; just as we have already started in our new build developments.

We're excited about the future, and have faith in technology. We'll be exploring these advancements over the course of the strategy to ensure Yorkshire Housing homes are fit for the future.



Focus:

Fit for the future



Fit for the future

Develop an ambitious Yorkshire Housing Home Standard fit for the future and invest every penny wisely; contributing to our ambition of creating homes and places to be proud of.

We want...

To ensure that our customers live in homes and places to be proud of. To do that, we'll rely on our asset intelligence to provide up to date, real-time information to ensure we're investing in the right places, at the right time. Our forthcoming Yorkshire Housing Home Standard is equally crucial to ensuring our customers live in homes and places that are fit for the future.

1

To achieve this, we will...

Invest up to £100m in our customers' homes over the life of this strategy. We'll develop and roll out a Yorkshire Housing Home Standard that anticipates any future revision to the Decent Homes Standard, includes elements of smart home tech, high levels of safety and crucially, customer choice.

2

*It's all lookin'
sweeeeeeeet :-)*

Fit for the future

Our approach looks a lot like this:

-  We'll develop an ambitious Yorkshire Housing Home Standard that focusses on meeting or exceeding all relevant safety standards, high-quality products, customer choice and most importantly being fit for the future – anticipating changes to items such as the Decent Homes Standard wherever we can.
-  This standard will include elements of smart home technology, low-carbon heating solutions and over the life of this strategy we'll start to roll-out increasing numbers of future-ready solutions such as Electric Vehicle (EV) charging points.
-  We'll fight fuel poverty on a number of fronts; designing energy efficiency measures into the Yorkshire Housing Home Standard and re-profiling investment programmes to make the biggest impact possible.
-  We'll continue to make tough, principle-based decisions about the long-term viability of unpopular homes and places. This could mean demolition and rebuild, re-modelling, sale through the open market or transfer to another social landlord.
-  We'll use our team of specialists to look hard into our legacy agreements for leases and managing agents to ensure they're being managed effectively and, where they're not, look to rationalise them.
-  We'll continue to manage our investment programmes commercially to ensure we're delivering value for money. We'd like to deliver all these programmes with our in-house team of Operatives; but when that's not possible, we'll use a series of carefully selected and high quality subcontractors.

Now, let's get cracking! →

Over the life of this strategy...



We'll invest

- £42m on kitchen and bathroom renewals
- £36m on external elements such as roofs and walls
- £18m on retrofit and heating solutions.



We'll achieve

- A year on year decrease in our carbon emissions
- A re-profiled investment plan to improve energy efficiency
- The creation of a new Yorkshire Housing Home Standard.



We'll roll out

- A new asset management system as a hub of asset intelligence
- A year on year increase in EV charging units
- A new colleagues structure to support this strategy.



Asset strategy framework:

