



**Yorkshire  
Housing**

# **A reet exciting future**

**Our business strategy**



# Our vision and customer promise...

## Our customer promise...

Making it possible to  
have a place you're  
proud to call home.



## Our vision...

To be the UK's best  
housing provider.

# Our values...

## Create trust



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

## Be curious



- Think differently
- Ask questions
- Keep learning.

## Make it happen



- Own it
- Do it
- Be empowered.

## Achieve impact



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

## Have fun



- Enjoy work
- Be yourself
- Stay connected.



*It's at  
the heart  
of all that  
we do!*

# Our strategic priorities...

## 1 Customer obsessed

Improving our customers' and colleagues' experience.



## 2 Homes and places to be proud of

Creating places people are proud to call home.



## 3 Pre-emptive

Our game-changing shift to dealing with issues before they happen.



# A reet exciting future

Welcome to our Business Strategy!  
This is our roadmap into the future  
and is driven by our ambition to  
be customer obsessed. To provide  
homes and places to be proud of.

All of which come together to  
deliver our vision of being the  
UK's best housing provider.

The Strategy sets out how we'll revolutionise our service offer. This'll be achieved through using real time customer insight and sentiment analysis, the latest technology and data analytics, alongside a shift in mindset and approach.

## Our Strategy has three priorities:



### 1. Customer obsessed

Improving our customers' and colleagues' experience.



### 2. Homes and places to be proud of

Creating places people are proud to call home.



### 3. Pre-emptive

Our game-changing shift to dealing with issues before they happen.

Priority:

# Customer obsessed



# Customer obsessed

So what's it all about?  
We want to make things  
simple for our customers.



Want to report a repair – easy, press a few buttons and bingo!

Need to contact us for something else? No sweat - we'll have all the info about you and your home at our fingertips as part of our shift to having one single view of our customers and our homes.

Our shift in customer experience will be a quiet evolution – replacing traditional ways of doing things with easy to use, stress free alternatives. We'll mirror the approach from other sectors where firms like Deliveroo and Uber quietly changed our service expectations by finding new ways to make it easy.

The days of clunky internal processes, computers saying no, or systems that stop us joining the dots will be over. We'll find new ways to personalise services and our customers' experience.

**“ Putting customers at the heart of what we all do every day ”**

It's also about our culture. Putting customers at the heart of what we all do every day, will become our new obsession. This means reflecting what our diverse customer groups need in every area of our decision making. After all, making a difference is what makes so many of us proud to be part of Yorkshire Housing.

Customer obsessed is also about colleagues seeing each other as internal customers. This means that we want to deliver a fantastic service to each other. If we keep raising our game internally, we'll become an even better organisation to work for. This in turn will help us deliver the fab services we want the customers who live in our homes to experience.

# Customer obsessed

This is what we'll do:



## Easy to use

Design easy-to-use and inclusive services that are dead straightforward for all our customers – whether they're tech savvy or not.



## Better service

Find new ways to offer better services for our customers - our shift to a pre-emptive approach is a big part of this.



## Personal services

Personalise our services, with extra support for those who need it. We know that one size doesn't fit all, quite simply we'll be there for customers when they need us and get out of the way when they don't.



## Know our customers

Listen to our customers and get to know them better – so we make the right decisions based on what our customers tell us not what we think they want.



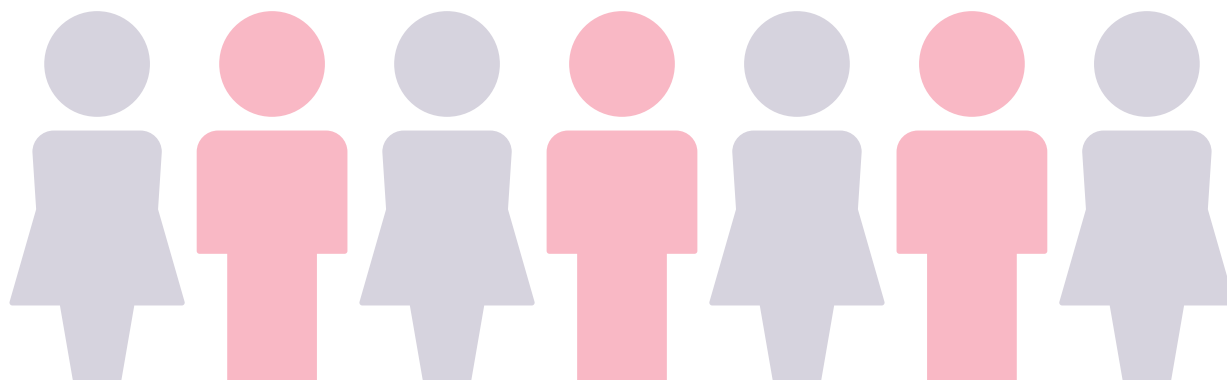
# Customer obsessed

## How we'll make it happen:

- 1 The basics...** It starts with doing the basics brilliantly – we'll deliver the right processes, culture, technology and data.
- 2 Customer obsessed mindset...** We'll build a customer obsessed mindset and culture throughout the whole organisation – living our values to 'own it', 'do it' and 'make it happen'.
- 3 Yorkshire Housing Standard...** Create a Yorkshire Housing Standard for our homes – investing in our homes, places and neighbourhoods to improve both interiors and the wider kerb appeal.
- 4 Data, data, data...** Combine real-time customer insight and sentiment analysis, brilliant data and analytics and our knowledge and experience on the ground to understand customer expectations and their changing needs.
- 5 Smart spending...** Be smart in how we spend the £YH. After all, we're from Yorkshire.
- 6 Every day's a school day...** Learn from the best customer service providers in the world. We'll aim high and think big.

*In it together!*

*Reet good*



# Customer obsessed

## Over the life of this Strategy we'll...

- ✓ Improve how we collect and manage data to help us understand customers' individual needs and circumstances.
- ✓ Use these insights to develop new inclusive services and improve how we support those with more complex needs.
- ✓ Keep on learning to ensure our services hit the right spot for the diverse needs of our customers. And, to keep ahead of the game so we can respond to emerging trends and needs.
- ✓ Break down any cultural or process barriers to enable colleagues to do the right thing for our customers and each other.
- ✓ Work smarter in how we deliver services, so we do more for less. We'll invest the money we save in our homes, new services and the communities we serve.
- ✓ Regularly review how we're getting on against our plans and change them if we need to so we can make sure we deliver what we promised our customers.
- ✓ Keep our Board and committees stay close to the views and needs of customers by providing up-to-date information and feedback.



## Success measures:

- We're aiming much higher than meeting the minimum regulatory expectations – so Consumer Standards and Tenant Satisfaction Measures are a starting point and not a destination.
- We'll use real-time sentiment analysis to really understand what's working for our customers, and rate ourselves on how easy it is for our customers to get something done with a new Customer Effort measure.
- Customer Effort + more traditional metrics like customer satisfaction ratings and Net Promoter Score = truly Customer Obsessed plans and progress.



**Priority:**

**Homes and  
places to be  
proud of**



# Homes and places to be proud of

So what's this all about?  
It starts with providing homes and places where people are proud to live.



We'll work with our customers to introduce a Yorkshire Housing Standard that goes beyond what we have to do. We'll think about good design, kerb appeal and invest in our neighbourhoods – all part of the package so that our customers feel good about their homes.

Our homes will be good for the environment, and affordable to live in.

**“ And we'll build, build, build – more new homes in Yorkshire to tackle the housing crisis ”**

And we'll build, build, build – more new homes in Yorkshire to tackle the housing crisis. That's why we remain committed to our previous growth target of 8,000 new homes. We'll also join forces with others where it means we can get more done.

# 8000

# Homes and places to be proud of

This is what we'll do:



## Places to live

Provide homes that are affordable, safe and attractive places to live. We want customers to be proud they live in a YH home and happy to live in their community.



## Customer choice

Give our customers choice with homes for rent and sale that meet their needs, in places they want to live.



## Environment

Reduce our impact on the environment with homes that are greener. They're cheaper for our customers to live in and better for the planet. So it's a win win!



## Profit for purpose

Keep building through an ambitious development programme and generate profit for purpose. We'll use the profits from selling homes to build even more affordable homes for rent and low-cost home ownership.



## Collaborative working

Work with others to deliver even more by combining our knowledge or financial clout (such as Local Authorities, developers, other HA's and local businesses).

# Homes and places to be proud of







## How we'll make it happen:

- 1 Location, location, location...** We'll build new homes to help solve the housing crisis across Yorkshire and invest in locations that fit with our business priorities.
- 2 Listen to customers...** Use data and customer feedback to understand more about the communities we work in and the homes we own. This will help shape the decisions we make.
- 3 Home is where the heart is...** Invest in homes that meet and adapt to our customers changing expectations and needs. We'll also give customers choice and a clear route to buying a home of their own where this is their preferred option.
- 4 Have high standards...** We'll live by the phrase 'the standard you walk past is the standard you accept'. And our standards will be high and get even higher!
- 5 Sustainable homes...** We will focus on low carbon homes that are intelligent, energy efficient and sustainable. We'll stop building new homes that use gas, and adapt our existing homes to make them warmer, greener and more affordable to live in. Our Yorkshire Housing Standard for our existing homes will include improved EPC ratings.
- 6 Environmental impact...** We'll consider the impact on the environment across all the decisions we make.
- 7 Opportunities and partnerships...** We'll make the most of opportunities and partnerships created through Yorkshire devolution, build our influence externally to create positive impact across Yorkshire and beyond.



# Homes and places to be proud of

## Over the life of this Strategy we'll...

-  Use our data to help make decisions about our existing homes and communities and where we build in the future.
-  As a business we'll reduce our overall impact on the environment through measuring and then reducing our carbon footprint.
-  Roll out the Yorkshire Housing Standard across all our homes.
-  Use partnerships to collaborate where we can achieve more together.
-  Make the most of devolution, securing additional and/or long term funding.
-  Be flexible and adapt as the economy, political landscape and customers priorities change.



## Success measures:

- We'll be focusing on the number of homes that meet the Yorkshire Housing Standard and the environmental impact of our business. We'll also be measuring the £££'s of funding we secure to help make this happen.
- But the measure that really matters is how our customers feel about living in a Yorkshire Housing home – we aim to deliver our promise of making it possible to have a place you are proud to call home.



Priority:

# Pre-emptive



# Pre-emptive

Housing services work on an outdated model of waiting for things to happen.

Whether that's a boiler on the blink, a customer who's struggling to pay their rent, or someone wanting to end their tenancy.

We often don't know there's a problem until it's too late to prevent something happening. This problem is made even worse when you realise that landlords rely on their customers to tell them there's a problem.

**“ We'll use real time customer insight and sentiment analysis ”**

Our shift to a pre-emptive service delivery model will turn this approach on its head. We'll use real time customer insight and sentiment analysis, with the latest technology and data analytics, coupled with great data and knowledge about our homes and customers to predict future events. And this will enable us to intervene before something happens.

**“ This new approach will be revolutionary for the business and our colleagues ”**

This new approach will be revolutionary for the business and our colleagues but evolutionary for our customers. Over time customers will notice that our service has become more seamless and just got a whole lot better.

This is known as our R2P approach – reactive to pre-emptive. This will revolutionise the customer experience as well as being more cost effective.



★  
Our game  
changing  
shift

# Pre-emptive

## This is what we'll do:



### Proactive repairs

We'll put things in place to predict now what's going to happen later. This means we can act proactively on repairs, providing upgrades, identifying potential damp issues before they become a problem. In short – we'll fix stuff before it breaks.



### Tailored to customers

We'll make sure customer data is joined up across our systems to tailor our approach across a range of services such as income collection, enhanced tenancy services, tenancy sustainability as well as supporting those people who want to move to home ownership.



### Pre-emptive approach

With a pre-emptive approach things will just happen without customers having to ask – whether that's to fix something in their homes before it has stopped working or to provide any extra support they might need.



### There when we're needed

All this helps us to be there for customers when they need us and respond to individual and diverse needs. This also provides a more cost-effective approach to service delivery. For most repairs it's 5x more expensive to fix things when they go wrong than to fix things as part of a planned piece of work. It's also more convenient for the customer.



### Doing more for less

If we can prevent 10% of all tenancy changes, at current turnover rates and average turnaround costs, this could save at least £400,000 every year. There are many other services where a pre-emptive approach means we could deliver a seamless customer experience to more customers for less.

# Pre-emptive

## How we'll make it happen:

### **We'll invest in smart technology for our homes...**

This includes installing temperature and humidity sensors in our homes to help predict damp and mould issues, remote boiler sensors to predict heating system failure and contactless entry systems for our blocks. But we won't stop there as we'll take full advantage of new solutions as and when they become available.

1

### **Data, data, data...**

We'll harness the power of our huge data sets to help us predict future trends and events. Data will be used in a more sophisticated way and integrate with open-source data sources to drive pre-emptive services.

2

### **Real-time sentiment analysis...**

We need to know what our customers and our colleagues are thinking, right now. And make sure we're agile enough to adapt our services when required.

3

These 3 key ingredients will take us from being reactive (wait until it happens) to pre-emptive (we've already got this). And we'll apply this principle to the whole business and everything we do.

The move to a pre-emptive delivery model will create a distinct USP for Yorkshire Housing, and a real competitive advantage.



# Pre-emptive

## Over the life of this Strategy we'll...

- ✓ Integrate our smart home pilots into our technology platforms. We'll layer this over existing asset and customer data and integrate real-time sentiment analysis to shape new and better services.
- ✓ Organise and continue to improve our data. Use this to personalise services and communications to customers that reflect diverse and individual needs.
- ✓ We'll recruit and retain the best data analysts who can harness the power of our data to make this vision a reality.

## Success measures:

- We'll be putting the foundations in place over the next few years to shift to a fully pre-emptive approach.
- Having the right technology to support this shift is a critical measure. We'll use our data and insight to reduce our operating costs and reduce the volume of reactive customer contacts.
- We'll know if we're making it easier for our customers through the new Customer Effort measure and for our colleagues through our Employee Effort measure.
- It's important to realise that this is a game-changing shift in our approach – both in terms of our customers' experience and how our colleagues will work. The existing success measures are designed to get us 'R2P ready'. This will be a two-year journey that fully swings into action throughout 2025 and 2026. Prior to this we'll lay the foundations for this shift by implementing the technology platforms we need to make it happen.



# And finally...

A big thank you to everyone involved in creating this Strategy.



**We've invested** time and energy to ensure there's been input from across the business.



**We've listened** to what our customers have told us, including our Customer Voice and Review Committee.



We've also had a **wide range of input** from colleagues from our Colleague Forum, Equality, Diversity and Inclusion Champions, Board and Committee Members and the wider Leadership Team.



**Together we've created** something that will take Yorkshire Housing into an exciting new future.

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