



Together 2023

LEEDS & YORKSHIRE HOUSING ASSOCIATION CORPORATE PLAN 2020-2023



LYHA is all about collaboration and partnership, between our customers, colleagues, Board members and other key stakeholders. This new Corporate Plan (2020-2023) sets out how together we will build on the transformation work of the last two years to make further improvements to our services and establish LYHA as a leading community-based housing association.

Our Mission
“We will enable our customers to live well by providing warm, safe and secure homes, by investing in relationships and by delivering great services”.

Our Vision
“To ensure all of our customers live in a home they love and in a community in which they can thrive”.

Our Values
We **BELIEVE** that our values define our culture:

Bold
“We are unafraid to try new things and take informed risks to help us be better at what we do”.

Empathetic
“We understand and always try to see the perspective of others”.

Loyal
“We are dedicated to what we do for our customers, take responsibility and are ambassadors for LYHA”.

Integrity
“We always act with honesty and transparency and spend money wisely”.

Ethical
“We do the right thing in the right way, rather than take the easy option”.

Vibrant
“We are dynamic and passionate about delivering excellence and making a difference”.

Engaged
“We work as a team and understand the importance of colleague and customer involvement in how we make decisions”.



Our Strategic Objectives

1. Improving the customer experience



We aim to consistently provide exceptional service to our customers and are passionate about improving their experience by providing:

- A customer centric culture
- Operational efficiency
- Customer engagement

We will continue co-creating services in partnership with our customers to make improvements where they are needed most.

2. Asset management



We will invest in our existing homes, carrying out improvements, planned maintenance and repairs to meet the needs of our customers and communities.

- Customer safety is our number one priority
- We will ensure our homes are safe, warm and affordable to run
- We will provide attractive, outdoor spaces
- We will work in partnership with our contractors to deliver great services
- We are committed to sustainability and innovation

3. Thriving communities



LYHA is a social purpose business. We recognise that a home you love is a platform for a happy, fulfilling life. Yet we know many customers face significant challenges. We will support them through:

- A whole organisation approach
- Building effective relationships and strategic partnerships
- Intelligence based activity
- Empowering customers through early intervention, support and prevention

4. More new homes



We are committed to helping tackle the housing crisis by delivering high quality, affordable and desirable homes which people will feel proud to live in.

- We will ensure our homes are genuinely affordable to those in the lowest income brackets
- We will encourage affordable home ownership through our shared ownership programme
- We will maximise the energy efficiency of our new homes and install heating systems from renewable sources to help address the climate change agenda

5. A modern business



We will invest in our people, processes and technology to ensure we can deliver our ambitious plans. The small size of our business allows us to be agile and react quickly to changing circumstances.

- We will develop our colleagues' skills and ensure they have the right tools to deliver great services to our customers
- We will provide strong leadership
- We will support our customers' and colleagues' wellbeing

6. Good governance and strong finances



We will embrace best practice and base our decisions on the best use of our resources

- We value diversity in our Board and governance committees and seek members of different backgrounds and experience
- We will work diligently to manage the risks facing our business
- We will strive for value for money and high levels of customer service
- We will seek efficient sources of funding for our development programme

Our Key Performance Indicators include:

	2019/20	2020/21 Target	2021/22 Target	2022/23 Target
Customers satisfied with overall service	70%	80%	85%	87%
£s wellbeing generated through community investment	£187,659	£150,000	£175,000	£200,000
Average SAP (energy performance) rating	63	65	67	70
New social housing supply	4.2%	3.03%	3.41%	4.33%
Overall operating margin	22.1%	21.7%	20.1%	23.6%
Colleague engagement score	93%	90%	90%	90%

