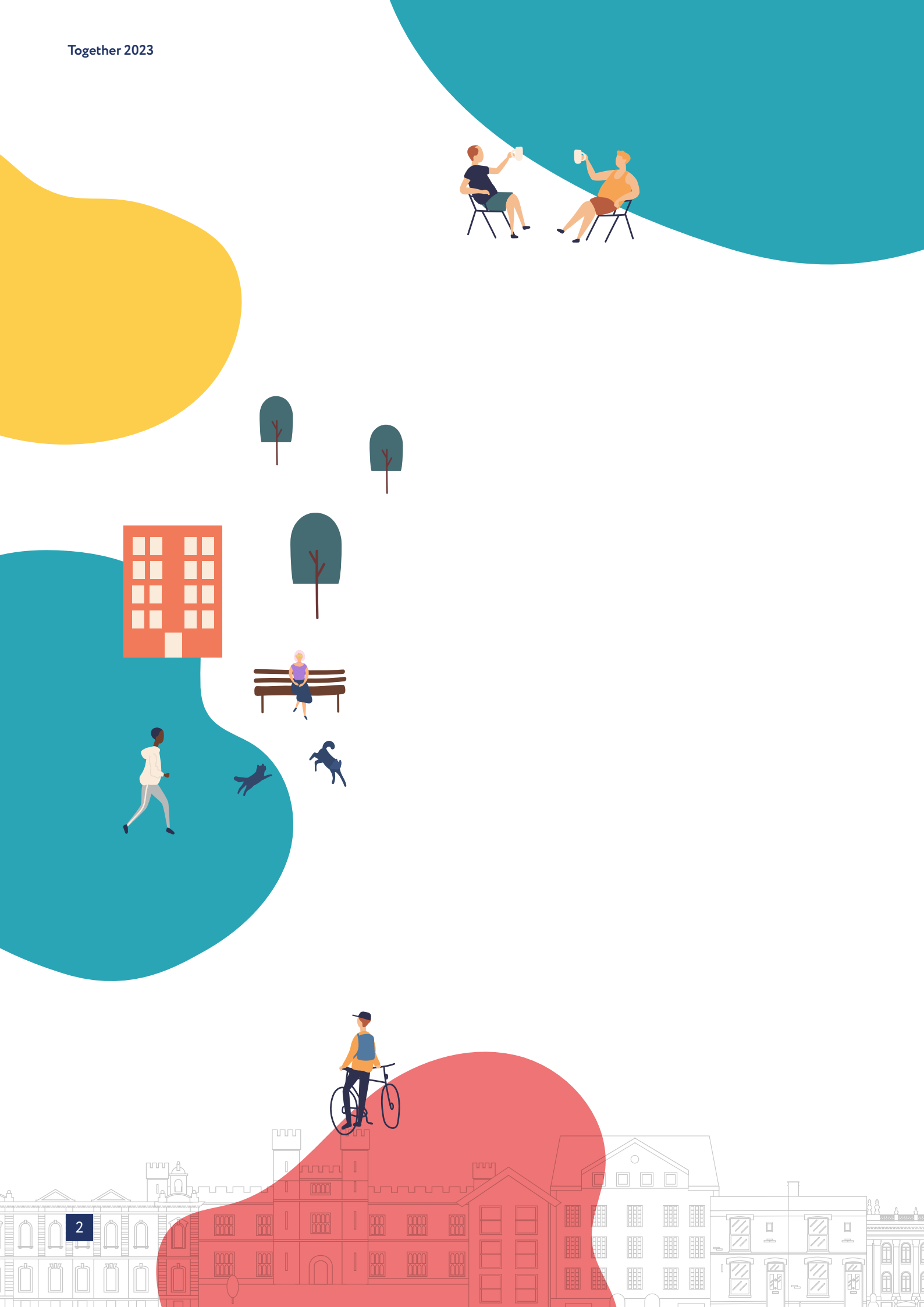


Together 2023

**LEEDS & YORKSHIRE HOUSING ASSOCIATION
CORPORATE PLAN 2020-2023**





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Introduction from our Chair, Mike Gaskell



I am delighted to present LYHA's brand new Corporate Plan for the next three years, my first since taking up the role as Chair.

The way we have developed the plan highlights the new LYHA way, which is all about collaboration and partnership between our board members, our customers, executive management team and staff. The last two years have been extremely challenging for the organisation as we found ourselves in a very difficult position and appeared to be a failing organisation, forced to consider merger opportunities. Since then, we have all worked hard together, as 'one team', to make incredible progress in transforming all that we do. I have felt genuinely inspired by the dedication and commitment of all involved. We believe that the culture and people make an organisation so we have focused, together, on developing a significant culture change to one that is customer-centric where striving for excellence and doing the right thing are firmly embedded throughout the organisation. This is recognised in our Investors in People accreditation and our new BELIEVE values.

We have also successfully overhauled our approach to landlord health and safety, achieving 100% compliance across all elements and refreshed our approach to risk management.

This, along with further improvements to how we are governed, led to the Regulator of Social Housing regrading us back to the highest governance rating of G1 in September 2019, after a downgrade the previous year. We have further strengthened the board, with new members joining in recent months, as well as restructuring the executive team and making some permanent appointments after an uncertain period of interim appointments.

How far we have come in a relatively short space of time, along with positive customer feedback, has resulted in the board being in a position to revisit and change its previous decision to look for a suitable merger partner, as we are now confident that we can deliver our new vision, mission and strategic aims as an independent organisation.

I am very aware that we cannot launch our new Corporate Plan without referencing the impact of the global pandemic, COVID-19.

Whilst it is too early for us all to fully appreciate the long term effects and implications of the pandemic on our communities and the Association itself, we do know that, in addition to the clear health risks involved, some of our customers will face additional financial hardship and impacts on their mental health and wellbeing. We have had to change how we deliver some of our services to ensure that we focus on keeping people safe in their homes and in their jobs. Therefore, this plan now includes reference to the recovery work that will be needed during the coming months. Owing to the unprecedented nature of the pandemic, our recovery plan will evolve over time as things change and this may impact on the delivery of our new strategic objectives. This will be kept under regular review by both the Customer Experience Committee and the board. We are committed, as our top priority, to supporting our customers through this most difficult time.

Mike Gaskell
Chair



Introduction from our Chief Executive, Mark Pearson



It has been a real pleasure to lead LYHA over the last couple of years, albeit extremely challenging as well. The key to our progress has been the people – our customers, colleagues, board members and other stakeholders. We continue to be committed to rebuilding trust with our customers and this is clearly demonstrated on our largest estate, The Elmetes, where we have invested around £1.5 million in a significant improvement programme, all in partnership with The Elmetes Customer Steering Group.

There is an acute shortage of affordable housing in our region and LYHA has continued to grow, having built 204 new homes over the past three years, whilst continuing to invest in our existing homes. We recently completed our largest new development in many years – the 54-home Catherine's Walk scheme in Barnsley.

Our commitment to continuously improving the customer experience is helping to increase our satisfaction levels, whilst our relentless focus on value for money has ensured that we remain resilient and financially strong.

We have continued to invest in, and benefit from, meaningful customer engagement that has helped to shape all improvements, as well as committing time and resources to wider community investment so that we can deliver genuine social value and tangible benefits for our customers.

This is such an exciting time for LYHA as our new Corporate Plan aims to build on the success of recent months, make further improvements and truly establish ourselves as a leading, community-based housing association: one that works in partnership with its customers to influence and shape what we do and how we do it. We see the 'customer voice' as critical to how we operate, and we are committed to ensuring that we truly embed this into our DNA.

We have an ambitious plan, but we are confident in its successful delivery as our engaged customers, our talented and dedicated colleagues and our board members continue to work together as one team. As our Chair has made clear though, there is continued uncertainty around the impact of the COVID-19 pandemic. We will review and publish progress against the plan at the end of each year and accept that we may need to adjust our ambition in response to the pandemic. A key focus during this time will be to ensure that we keep everyone safe.

I look forward to the years ahead and I firmly believe that we will continue to improve what we do, in partnership with our customers.

Mark Pearson
Chief Executive



Who Are We?

Leeds and Yorkshire Housing Association was formed in 1979 through the merger of four associations, which date back, individually, to as early as 1950.



1. The Leeds Tenants Housing Society Limited was formed in 1950 and was registered as a Friendly Society, affiliated to the National Federation of Housing Societies. Its founder, Charles Charlesworth, wanted to tackle homelessness which had risen in the years following World War 2. Mr Charlesworth had been impressed with the co-operative housing movement in Sweden and based Leeds Tenants Housing Society on this model.
2. Yorkshire Cottage Housing Association Limited was founded in 1952. It provided some general family housing but focused primarily on accommodation for the elderly.
3. Aggrey Housing Limited was formed in 1955 and named after the Ghanaian educationalist Dr J.E.K. Aggrey (1875-1927). It was the country's first dedicated housing

provider for Black and Minority Ethnic communities, which aimed to support the integration of newcomers to Leeds.

4. Aire Valley Housing Limited was founded in 1962 as a development consortium which focused on the design, construction, and management of properties for 'fairly' priced rents.

Today, we continue to be an ambitious and forward thinking, community-based housing association with our head office in Headingley, Leeds, which is right in the heart of the communities we serve.

'We build and manage homes to rent across the Yorkshire region but primarily in Leeds and Barnsley, providing homes to almost 1,600 individuals and families, with a small number of these being shared-ownership properties.'





Context

The current operating environment for social housing providers is constantly changing and we face significant challenges and opportunities.

- The political and economic environment post-Brexit brings with it considerable uncertainty about the future.
- Regulatory and legislative changes are expected as result of the Government's Green Paper, published in 2018, and the Hackitt Review, arising from the Grenfell tragedy in 2017. We have already invested significantly in landlord health and safety and compliance over the last two years and we will continue to prioritise this. We do not know when the White Paper will be published but it is expected to focus on the regulatory regime and strengthening the 'customer voice' in how housing associations operate.

Customer empowerment and engagement are key elements of everything we do at LYHA and this will continue, along with emphasis on challenging the views held by some that social housing is not desirable. We will work in partnership with other bodies in promoting the important role that housing associations play in tackling the housing crisis and helping people to live well.

- The housing crisis continues, with an acute shortage of affordable homes. The National Housing Federation's 2018 'Home Truths' report found a significant lack of affordable homes in Yorkshire: the average house price being almost seven times the average income. We are committed to playing our part in increasing the housing supply, particularly in Leeds and Barnsley, and we believe that we are well placed to do this through developing meaningful partnerships and remaining connected in our core areas.

- Climate change is a further consideration as we look at how to develop sustainable homes and retrofit our existing homes to improve efficiency and achieve carbon neutrality. The Government has set a target to be carbon neutral by 2050. However, many local authorities are aiming to be more ambitious than this when setting their own targets.
- The roll-out of Universal Credit continues and this has led to increased hardship for many families and individuals living in our communities.
- Finally, the outbreak of the COVID-19 pandemic has led to truly exceptional times, from which there will undoubtedly be far-reaching impacts. In addition to the obvious risks to physical health, there are also risks to people's mental health and wellbeing, compounded by further financial struggles as we enter, what is expected to be, a deep recession for the UK.



Mission, Vision and Values

We firmly believe that everybody deserves a safe, warm and affordable home. However, we are about more than bricks and mortar; we strongly believe that people and communities should be supported to thrive and live well in sustainable tenancies.

Mission:

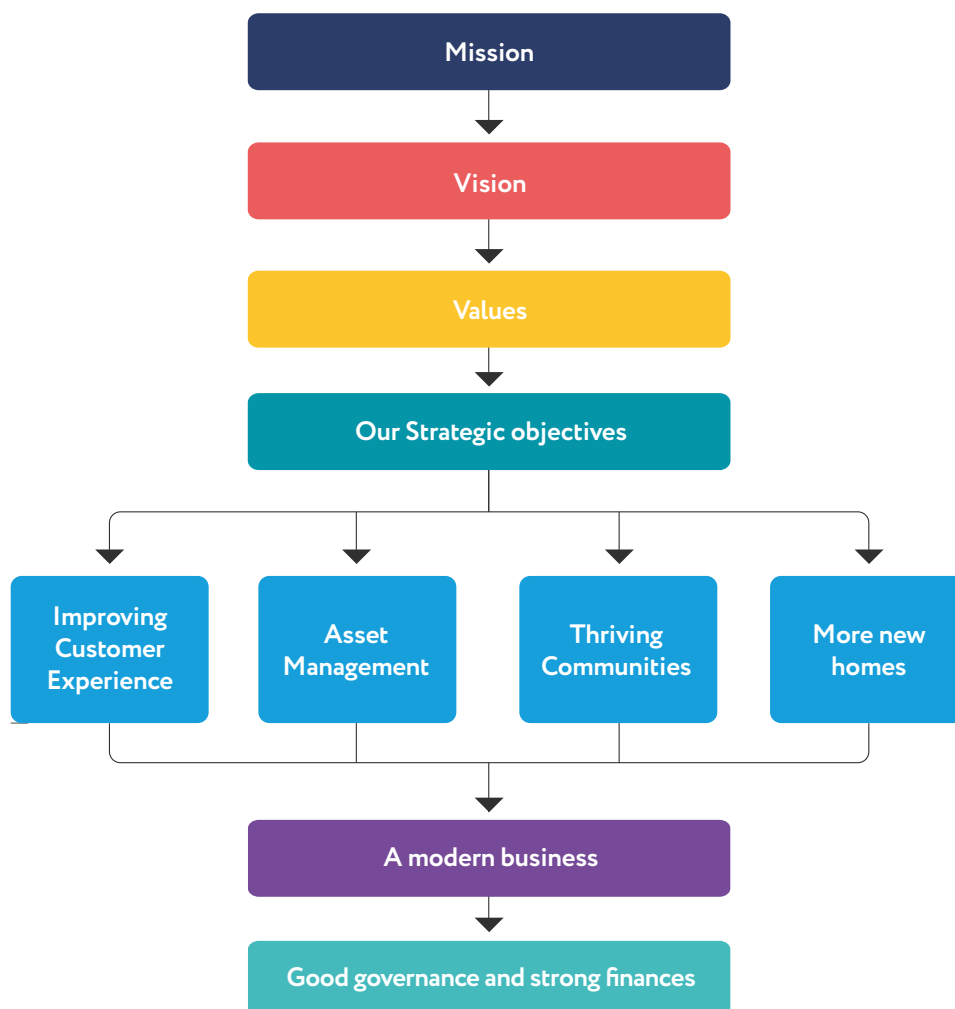
“We will enable our customers to live well by providing warm, safe and secure homes, by investing in relationships and by delivering great services”.

Vision:

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

Strategic Objectives

Our mission, vision and values are supported by 6 key strategic objectives:





Our mission and vision are underpinned by a set of values that demonstrate how we do things. They reflect our culture of excellence and define our behaviours.

Values:

At LYHA:

- We BELIEVE we can be the best community based housing association.
- As a values based organisation, we truly BELIEVE in our mission and vision.
- We BELIEVE that our values define our culture.

What do these values mean to us?

Bold – we are unafraid to try new things, meaning that we 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 always do the right thing in the right way, rather than take the easy option.

Vibrant - we are dynamic and passionate about delivering excellence and the opportunity we have to make a difference.

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





Equality, Diversity and Inclusion

We are strongly committed to equality, diversity and inclusion (EDI) and this commitment is embedded in all that we do. We believe that diversity and inclusion promote creativity and innovation and allow us to gain a wider range of ideas and perspectives necessary in helping us meet the needs of our customers more effectively. We believe that diversity is critical in terms of our approach to governance and we aim to create an environment in which the talents of our customers and colleagues can flourish.

We successfully achieved the Housing Diversity Network's Accreditation in October 2017 and we have built on this each year since. We will be reviewing

our EDI strategy during 2020/21 and we also develop an annual EDI action plan to help us improve what we do. A key strand over the coming months will be our commitment to understanding the needs of our more vulnerable customers, particularly in light of the challenges and risks posed by COVID-19. We are committed to supporting our customers and colleagues and we believe that we can achieve this through an improved understanding of the differing needs that people have.

COVID-19 Response

Covid-19 will continue to present a risk to a number of areas of the organisation until an effective vaccine or treatment is developed. A vital part of our recovery will be to ensure that the risk of transmission within both the workplace, and our communities, remains as low as reasonably practicable with control measures in place.

There is a possibility of a second wave of the virus and so we need to continue being responsive, with the ability to re-introduce and communicate

restrictions swiftly to customers, colleagues, and other stakeholders.

We will not return to 'business as usual' after this - as we recover, there is an opportunity to evolve and improve what we do and how we do it, as we apply some of the key learning acquired over recent months. This is likely to include reducing travel to the office and utilising the technology available to help deliver services in different ways. We also recognise the significant importance of communicating effectively during this period.



Strategic Objective 1

Improving the Customer Experience



We aim to consistently provide exceptional service to our customers and are passionate about improving their experience. As a social landlord we have an obligation to do this, but it also makes good business sense. Delivering great service makes us more efficient in the long term, contributing to a strong operating margin and enabling further growth and opportunities. Also, a reputation for great service helps us to attract and retain talent and create an environment in which colleagues can be at their most productive.

In today's environment, customers expect more for less and quicker than ever before. Expectations are no longer industry specific, so customers expect the same level of service from their housing provider as they do from other service providers. They value speed of resolution, ongoing updates, tracking and timeliness, as well as good communication, friendliness and helpfulness.

We are conscious that along with differing needs, not all customers are connected to digital services. Therefore, we aim to deliver 'brilliant basics' and a connected 'omni-channel' approach that provides choice and consistently high levels of service however customers choose to engage with us.

Customer Centric Culture

Our business will be characterised by purposeful leadership and an alignment of our people and policies to what our customers value.

In order to deliver for our customers, we also have to deliver for our people. Developing and strengthening our customer centric culture will maximise the focus all colleagues have on the needs of our customers. To do this we need to ensure they are empowered and supported, with effective processes and systems in place. We will also ensure colleagues have the skills to do their job and are able to deal with and resolve complex queries.

Employees should feel empowered to speak up, take action and be unafraid to try new things when they see that change is required.

We will reinvigorate our approach to recruitment, so we employ people who are keen to embrace our culture of giving great customer experience. We want to hire people who are enthusiastic, friendly, genuine, energetic and committed and who will share our loyalty and dedication to delivering great services. Our suppliers and partners must also share our customer-centric ethos.



Operational Efficiency

We will meet customers' expectations by consistently delivering customer focused processes and taking away the elements of our service that create most frustration, or where we are inconsistent in our service delivery.

This will involve customer journey mapping and utilising customer insight to inform service design. Every contact we have with our customers is an opportunity for us to collect information to help improve our service or meet a need, and we will focus on collecting this information to help us tailor our services appropriately.

Wherever possible, we want to reduce customer effort and have fewer, better contacts, making it easier for our customers to do business with us.

We want to get it right first time and wherever possible achieve 'first point of contact resolution', offering assisted self-service for transactional processes and personal contact for complex issues, where necessary.

We also aim to significantly enhance our self-service offer, aligning our business to the new digital reality that we all live in today.

The use of digital platforms and technologies will help enhance our

customers' experience, giving more options for accessing our services, when and how they prefer.

However, for some customers and services, digital will not be the best solution, so we will continue to offer great telephone and face-to-face services from our local bases.

Customer Engagement

We want to continue co-creating services in partnership with our customers and rolling out our programme of service improvements in the areas our customers value most.

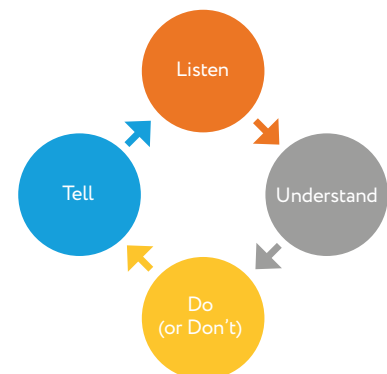
We are ambitious and want customers to have a choice of innovative opportunities to get involved and ensure that traditionally 'hard to reach' groups have a voice too. We believe that involving customers in the design of products and services, creates a culture of transparency by sharing both positive and constructive feedback.

Many improvements happen because of dissatisfaction with the way things currently are. We therefore welcome complaints as they help us understand what needs fixing. We understand that people who complain care about the service they are receiving and are engaged enough to want to make a difference.

We are a learning organisation.

We will ensure we resolve complaints quickly and learn from them to ensure that mistakes are not repeated.

The Customer Experience Improvement Cycle (Eleazu)



Examples of Improving the Customer Experience

Training and Development

In 2019 customer experience training was delivered to all colleagues at LYHA. The KPMG Nunwood 6 Pillars were at the heart of this training and will be really important in the development of our approach to delivering great customer experience in the future. "Integrity" and "Empathy" are mirrored in our new LYHA values.



Estates Scrutiny

LYHA re-launched the Customer Scrutiny Group in summer 2019 and welcomed a number of new members.

The group's aim is to 'co-create' improvements to services, by ensuring that LYHA understands and designs services that meet our customers' needs. The initial service area to review (Estate Services) was chosen by customers and a 'deep dive' and information gathering took place.

Customer feedback on Estate Services had not previously been gathered, so the group commissioned a customer survey to inform the review. They also carried out site visits and interviewed members of the team prior to preparing a formal report including 16 recommendations. The report was

presented to LYHA's board in October 2019. All the recommendations were accepted and are currently being implemented.

Going forward, the Scrutiny Group will aim to carry out a minimum of two service reviews a year.

Customer Service Excellence Quality Mark

Following an in-depth tri-annual assessment in November 2019, LYHA was proud to achieve re-accreditation for Customer Service Excellence. The assessment highlighted a number of strengths, plus some areas for improvement. The assessor noted evidence of "a committed and supportive workforce who care for the tenants and provide them with the best possible service".



Complaints Internal Audit

LYHA's internal audit of complaints took place in February 2020, in order to provide "assurance over the operational design and effectiveness of the end-to-end complaints process".

Our internal auditors, BDO, found a number of areas of good practice throughout the complaints process, recommending just two low priority areas for improvement and awarded the highest grade of "Substantial" for both the operational design and effectiveness of the service.

Success Measures and Milestones

- Overall satisfaction with LYHA (STAR) %
- Satisfaction that LYHA is easy to deal with (STAR) %
- Satisfaction that views are listened to and acted upon (STAR) %
- Net Promoter Score (STAR)
- Complaints satisfaction %
- Repairs satisfaction %
- Estates satisfaction %
- New Customer Experience Strategy (2020)
- Reprocure the repairs contract (2020)
- CSE Accreditation (November 2020)
- Review of Customer Engagement Strategy – 2021



Strategic Objective 2

Asset Management



Aligned with our Corporate Plan, this vision for our homes delivers investment in our existing properties, stock improvements, planned maintenance and responsive repair programmes in a structured and sustainable way to meet the needs and aspirations of our customers.

With 1600 homes in management, we will effectively manage our assets and services in support of business priorities, our customers and communities.

LYHA will deliver sector leading performance and is committed to achieving the following key strategic aims:

Strategic Locations

LYHA assesses the performance of its assets and aligns this with customer demand for homes. For future Acquisition and Development, our geographical focus will be Leeds to Barnsley.

Safe, Warm, Desirable

Ensuring the safety of our customers is our number one priority. Over the past two years we have worked hard to ensure customers' homes are safe and we will continue to manage compliance effectively through the implementation of Compliance 365, a software package specifically designed to manage this vital part of the business.

Homes should not only be safe, they should be affordable to run and well maintained. We will carry out stock condition surveys on 20% of our stock per annum to ensure our data is current and the costs reflected in our 30 year investment plan. We will specify high quality components in our replacements programmes.

Providing affordable warmth ensures that our customers can enjoy their homes – our aim is that all properties will be no less than a Band D energy efficiency rating within 5 years (Band C by 2035) and achieve LYHA's accommodation standard (exceeding Decent Homes) within 3 years.

Attractive Open spaces

We are more than just bricks and mortar and will develop our estates and landscaping services in partnership with other community stakeholders to provide positive and attractive open spaces that benefit the lives of our customers and enhance their wellbeing.

Data Driven Decisions

Increasingly, improving data will drive intelligence-based asset management, giving a greater understanding of the needs of our customers and their homes. Our active asset management will utilise this information to identify performance and, through property option appraisal, LYHA will determine a programme for the continuous improvement of our asset portfolio.

Delivering Great Services

Throughout 2019/20 we have significantly improved customer satisfaction with our maintenance services and LYHA is committed to building on this to consistently achieve top quartile performance. Value for money will underpin our procurement and contracting activities and we will work proactively to ensure that asset management and maintenance services are delivered efficiently and effectively. We will also seek to work with contractors who can deliver social value within our contracts, therefore benefitting the communities in which we operate.

Sustainability and Innovation



LYHA places sustainability at the heart of our business. Our approach focuses on three key areas: sustainable homes, sustainable communities and a sustainable business. Within our asset management strategy, we have set ourselves key targets in:



- Reducing carbon emissions
- Implementing effective waste management strategies
- Increasing awareness
- Promoting sustainable behaviour change for both customers and staff.

Our approach will be embedded and improved through our integration of the Sustainable Homes Index for Tomorrow (SHIFT) – which is the key sustainability standard for the housing sector.

LYHA's Asset Management Model

LYHA sees asset management as an integrated process, bringing together the skills, expertise, and activities of **People**; with **Information** about our physical building **Assets**; and **Finances**; so that informed decisions can be made, supporting Sustainable Service Delivery.

People, Information, Assets, and Finances are considered the core elements of our asset management strategy, with each of these elements necessary for sustainable service delivery.

Compliance

In 2018, LYHA undertook a full compliance audit of all stock after gaps were identified in electrical safety. Pennington Choices were appointed in April 2018 to assist with the audit and they undertook a major review of the 'Big 5': gas, electrical safety, water safety (legionella), fire safety and asbestos. The audit involved checking the data held on every property and block, ensuring that compliance checks were up to date and where they weren't, contractors were appointed to complete the checks and any remedial works identified as a result. New policies were agreed and signed off at board level with a further review planned in 2020.

In June 2020, LYHA will introduce C365, which will provide clear and detailed oversight of the compliance programme. It is an effective tool for staff to keep track of upcoming actions and a tool for managers and the board to have oversight and assurance of compliance data. Customers' safety in their homes remains our utmost priority.

Asset Investment

LYHA has invested £1.5 million in a programme designed to significantly improve homes on our Elmetes estate. This included the installation of cavity wall insulation, a replacement heating system, the provision of high specification ventilation systems and modern thermostatic showers for all customers.

The development of specifications, contractor procurement and the other estate initiatives were all overseen by the newly formed Elmetes Customer Steering Group. As a result of this investment, homes have seen their EPC ratings significantly enhanced, with all ratings now in bands C or D, generating over £50,000 in social value (HACT, Wellbeing Valuation).

Success Measures and Milestones

- Develop LYHA Accommodation Standard (March 2021)
- % of stock condition surveys
- Energy performance rating of stock
- SHIFT score for LYHA (June 2021)
- NPV of stock
- Gas servicing compliance (LGSR)
- Electrical servicing compliance (EICR)
- Water servicing compliance
- Fire compliance (FRA)
- Asbestos compliance
- % Repairs targets i.e. appointments kept, etc
- Satisfaction with responsive, planned and cyclical works programmes
- Financial ratios, net asset values, CPU's etc Social Value £'s
- % Satisfaction with home (STAR)



Strategic Objective 3

Thriving Communities



Leeds & Yorkshire Housing Association is a social purpose business, with a rich heritage of providing decent, secure and affordable housing for the benefit of the community. We are passionate about the opportunity we have to make a difference and recognise the value that a good home can deliver. A home you love is a platform for a happy, fulfilling life. However, LYHA own homes located in some of most deprived areas in the country and many of our customers face diverse challenges in their ability to live well.

Alongside the substantial impacts of the economic and Coronavirus crises, we are responding to the most radical changes to our operating environment for decades. We estimate that because of labour market pressures and ongoing welfare reforms, over 50% of our customers are vulnerable to financial stress. Issues such as indebtedness and domestic abuse are widely acknowledged as significant drivers of diminished mental wellbeing and can lead to early mortality.

We know digital exclusion has a significant impact on many of our customers, both old and young, and a lack of access to the right equipment and reliable internet can increase social isolation and severely hamper a child's educational opportunities.

We appreciate that life is not always straightforward, and our support can be crucial to enable customers and communities to thrive. We believe that this is our role as a social landlord, but also that this makes good business sense, as it delivers sustainable tenancies and communities. The evidence shows that carefully designed services and well-managed community investment can produce a powerful multiplier effect. Therefore, success for LYHA is about harnessing all available resources to maximise social value and enable our customers to thrive in their communities.

A Whole Organisation Approach

Our passion for our social purpose is central to the values we hold at LYHA and will be a fundamental part of our culture. Colleagues from across the business will have the opportunity to engage with customers to shape both

service design and our community investment plans. We will co-create innovative policies and processes with customers and source inspirational training for our colleagues in order to ensure they have the right skills to do the job.

Building Effective Relationships

We believe that by working together and drawing on the skills and strengths of our customers, we can develop effective interventions across our geography and sustain neighbourhoods where people want to live and work.

We believe in building trusting relationships with customers in order to encourage them to work with us and inform service design. We will be transparent and accountable and will aim to maintain an environment that fosters respect, participation, innovation and the highest standards of professionalism.



Developing Strategic Partnerships

We have ambitious plans but recognise that we can't achieve all we want to achieve on our own. Where LYHA does not have the skills or resources, we will seek to work with partner organisations who share our values and have similar objectives. We will also seek to innovate in our approach to procurement, working with contractors and supply chains to maximise social value for our customers.

Intelligence Based Activity

We will ensure our service and community investment priorities are strategic in their design. Our service offer is open to all our customers, but we will have a greater opportunity to invest strategically in neighbourhoods where we have a more concentrated presence. Utilising customer feedback and insight will be crucial to achieving this.

We will consider geographical context, local dynamics, demographics and diversity, including the experiences of BAME customers and hard to reach groups. We are prepared to be opportunist where appropriate but aim to develop priorities through an understanding and appreciation of community assets, skills and strengths and how LYHA might support the growth of local initiatives.

Empowering Customers

Our approach will be to 'work with' our customers, providing high levels of support and challenge, to foster resilience and reduce the risk of tenancy failure. Wherever possible we will focus on early intervention and prevention in order to minimise debt, address anti-social behaviour and domestic abuse and engage with partner agencies.



Elmetes Heating Replacement Project

In 2018, LYHA commissioned an in-depth review and consultation with customers, following the failure of the new heating system to deliver the promises of improved fuel efficiency that were made prior to installation in 2014.

The Elmetes Customer Steering Group was formed to provide vital customer insight and the group has been instrumental in developing proposals for the tender and other customer priorities, including new recycling points and a community orchard.

CAB Partnership

In 2019 LYHA established a partnership with the Citizens Advice Bureau to extend the support services available to LYHA customers, providing budgeting, money and debt advice and assistance with credit problems. This partnership has delivered over £60,000 in social value in 2019/20.





Customer Satisfaction Surveys

We have introduced eight different 'transactional' service satisfaction surveys so that customers can give us regular feedback and tell us how we're doing. In addition to this, we undertake one off surveys and hold periodic focus groups to drill down into feedback on specific issues.

Featherbank Forest School

2019 saw the unveiling of the new 'forest classroom' we've created for pupils at Horsforth Featherbank Primary School. We worked with conservation volunteers to transform a previously overgrown site next to our Rosemary Thompson House scheme into a fantastic outside learning space, complete with a classroom made of logs, a fire pit, structures to make dens, a see-saw, climbing frame and bug hotel. It is now called "Featherbank Forest" and is used to deliver learning for all pupils in a natural, outdoor setting. Needless to say it's got a big thumbs up from the kids and is an

excellent example of our desire to support community initiatives in the areas around our homes.

Success Measures and Milestones

- 1% of turnover committed to community investment
- Wellbeing generated through community investment £'s
- Satisfaction with neighbourhood (STAR) %
- Satisfaction with opportunities to make views known (STAR) %
- Satisfaction with ASB case outcome %
- Income collection %
- Tenancy turnover %
- "Committed to Community Investment" Board Charter signed (2020)
- Review utilising "Social Value Maturity Index" (2021)



Strategic Objective 4

More New Homes

LYHA is committed to helping to tackle the housing crisis through the delivery of new homes.

Our strategic objective is to maximise growth within our resources with an emphasis on quality, but not to the detriment of investment in our existing stock. We aim to deliver 206 new homes over the next 3 years.

LYHA operates in the Leeds City Region with our focus for growth predominantly in Leeds and Barnsley, although we will consider opportunities in Wakefield along the M1 corridor.

We will seek opportunities to deliver affordable homes through our own new-build programme, working proactively with our local authority partners to secure key strategic sites for development or identifying land and package deals within the private market.

We will identify and bid for opportunities with our existing developer partners to secure growth through S106 and seek to identify potential new partners.

Merger and acquisition opportunities will be considered against the criteria within our strategy.

Product

Social and affordable rented homes will be our priority with our focus on ensuring homes are genuinely affordable to those in the lower two income quartiles. Our target group of customers will be general needs.

We will encourage affordable home ownership through a programme of shared ownership in areas where there is proven demand but will limit the total number of shared ownership homes to 10% of our stock.

We will build homes that are desirable, and that people will feel proud to live in.

Place making objectives will be key factors when considering where and what to build. They will include:

- The right place
- The right tenure
- Affordable
- Good design
- Well connected
- Energy efficient

Our homes will be designed with the customer in mind with a focus on space standards, storage and build quality. Homes will be designed with high levels of energy efficiency, taking a fabric first approach with renewable energy options considered during the design process.

Customer Satisfaction

We will carry out Customer Satisfaction Surveys to determine the quality of new homes. Our aim is to achieve a score of 96% or above across all new homes.

Funding

With loan funding in place to support our growth objectives, we will also secure capital funding from Homes England through their Affordable Homes Programme or through local authority funding - Right to Buy Replacement Grant or commuted sums.





Partnership Working

The procurement process for our new-build programme will consider both price and level of social value created through the construction process and supply chain. This will include training opportunities and apprenticeships, but also any improvements to the local area that will be delivered through the contract.



Catherine's Walk, Barnsley

The recent development at Catherine's Walk in Barnsley is an example of partnership working with one of our key stakeholders, Barnsley Council.

LYHA worked up a proposal to deliver a fully affordable scheme on the site; predominantly affordable rent with a small element of shared ownership. We acquired the land from the council and have delivered a scheme which is well designed and provides high quality, energy efficient and spacious homes. Homes England supported and funded the scheme through their Affordable Homes Programme.



Old Park Drive, Leeds

This scheme will deliver 12 apartments in Leeds. The developer approached LYHA to determine if there would be interest in buying the entire block. As the apartments are in addition to the S106 requirement on the site, LYHA was able to secure grant funding from Homes England.

The homes are well designed with a high-quality specification and will be offered for social rent in a desirable part of the city where private rents are high and unaffordable to many.

Success Measures and Milestones

- 206 new homes over 3 years
- Satisfaction with new home minimum 96%
- New growth strategy 2020/21
- Reduce carbon emissions through build quality and innovation
- Social value delivered £



Strategic Objective 5

A modern business

In order to deliver these bold plans, we need to transform our people, processes and technology, delivering an engaged workforce with the skills, knowledge and tools to do the job; along with a vibrant, customer-focused culture, where high performance is the norm and all colleagues contribute to continuous improvement.

We will make the small size of the business one of its biggest strengths, embracing the agility it offers and utilising technology to ensure we can deliver a resilient service, not reliant on any one place or person.

We will consider what is a suitable workspace for each colleague. This will lead to a review of the office premises considering their appeal and suitability for the future, mindful of the benefits afforded by agile working and the opportunities that the site may offer for sale or re-development.

We will do it by investing in our people and technology.

We have excellent colleague engagement, currently measured at 93% in February 2020. We want to repay their loyalty to make our

colleagues LYHA's biggest asset. In 2020 we will develop a new People Strategy which will set out, in detail, our plans to deliver this objective.

Likewise, our bold new IT and Digital Strategy, agreed in February 2020, will ensure colleagues have the right tools to deliver great services for our customers.

People

Skills

We will commit to developing our colleagues with the skills and experience they need to thrive in the modern work environment. We will seek opportunities to offer apprenticeships in current and new posts. We will also support colleagues to develop in their careers - recognising that this may mean they leave LYHA - and we will view this as a mutual success.

Strong leadership

According to workplace research company, Gallup, managers account for at least 70% of the variance in employee engagement scores and we will invest to develop the leadership capability of our Executive and Management teams.



Reward

We will offer pay, pension and other benefits that are valued by our colleagues.

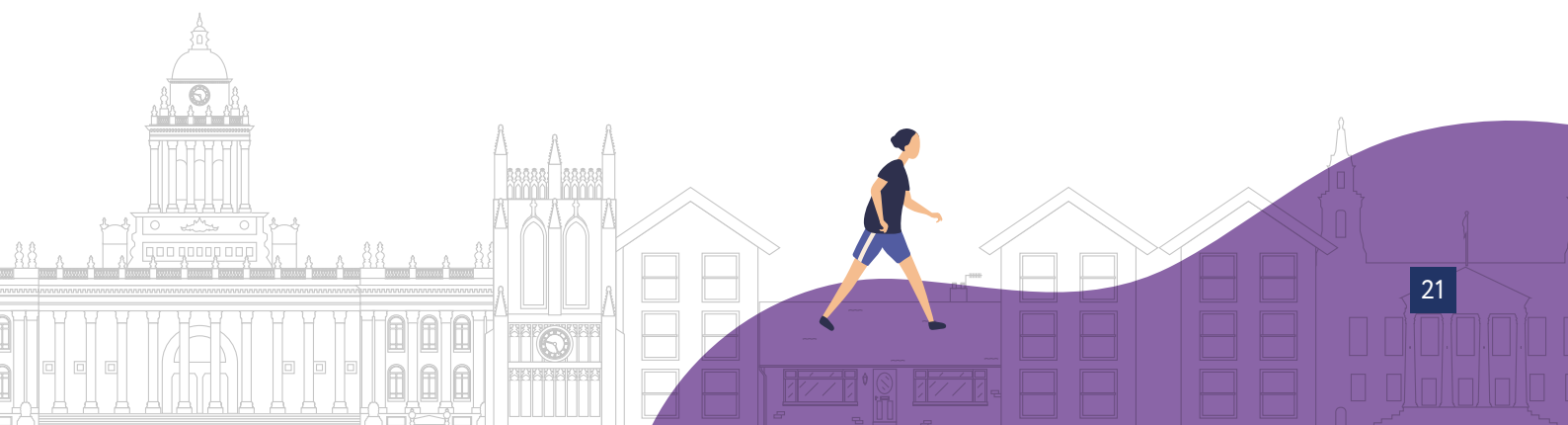
We will encourage teammates to take up volunteering opportunities as part of our community investment strategy, recognising the wellbeing benefits from "giving-back" to society.

Wellbeing

We support our colleagues to be well - mentally and physically, championing the 5 ways to wellbeing: Connect; Be active; Take notice; Keep learning; Give.

Accountable / performance oriented

Colleagues will be empowered to do their jobs and focussed on outcomes. They will have clear objectives and regular feedback on performance.





Technology



Drive Digital Engagement

We will develop IT solutions and partnerships which enable engagement via web, mobile, social media, chatbots, virtual assistants and other channels. An early lesson from our response to COVID-19 is the clear importance of the drive towards improved digital capability.

Digital Platforms and Systems

We will ensure that we are using our systems to their maximum potential and continue to develop and integrate them with other LYHA systems, where appropriate.



Build on Digital Foundations

We will provide systems that can respond to changing business needs, improved working practices and organisational growth.

Be Data Driven

We will be informed by insight and evidence to develop and personalise the customer journey.

Digital Organisation

We will instil a digital culture that facilitates new skills development, promotes learning and innovation to both staff and customers.

Connected Homes and Residents

We will explore the opportunity for connected, smarter homes and technology that helps our customers to be digitally enabled and feel safe.



Examples of a Modern Business

2019 Wellbeing programme

Mindful of colleagues' health during a particularly stressful time for the business, in 2019 LYHA set up a wellbeing programme to support and engage our team.

The programme was launched at the 2019 Staff Conference with a very well received speaker talking about 'Resilience techniques'. We then introduced a range of recurring and one-off events, such as "Walking Wednesdays" where colleagues were encouraged to take time away from their desks to walk through the local woodland and the "Spring Clean" when a large group of colleagues volunteered their time to tidy up some green space near one of our estates for the benefit of local residents.



Colleagues were surveyed at the conclusion of the programme and their feedback has been used to develop a range of opportunities to help manage ongoing wellbeing at LYHA.



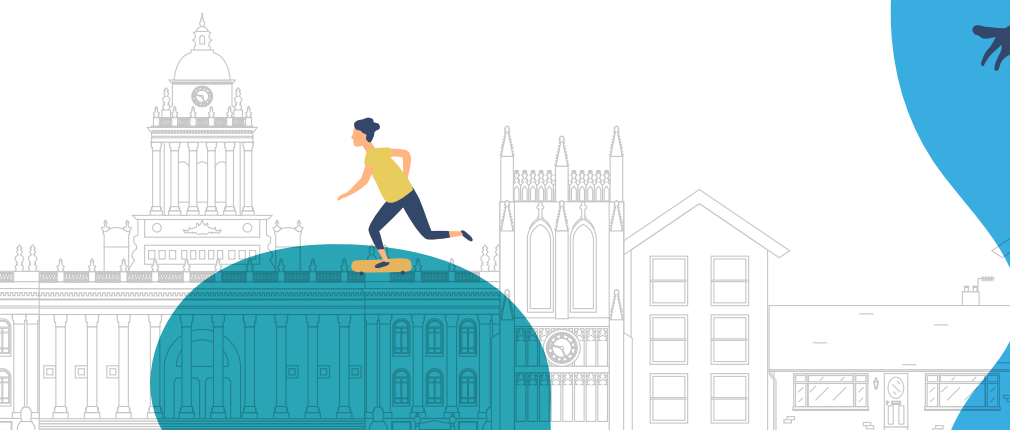
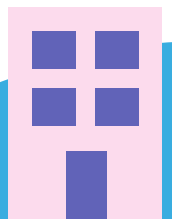
Continuous Improvement

In 2019 the Executive and Leadership Teams, engaged in training with the Universal Improvement Company to develop an organisational approach to continuous improvement and project management.

The techniques learned during the course are now widely used throughout the business. The 2019/20 Corporate Plan was managed and implemented this way, and it was used to deliver projects such as our Investors in People action plan and the Equality, Diversity and Inclusion strategy.

Success Measures and Milestones

- People and Organisational Development Strategy developed (2020)
- Achieve Investors in People Gold award (2023)
- Maintain engagement score of over 90%
- 90% of managers to have completed leadership development programme (2021)
- Better than median sickness absence (2021)
- All colleagues trained in Office 365 (2020)
- New modules implemented to Open Housing (2021)
- Power BI dashboards available through the business (2020)
- Full utilisation of Total Mobile (2022)
- Options appraisal of Shire Oak Road (2020)



Strategic Objective 6

Good governance and strong finances



We operate in a regulated environment and embrace the Regulator of Social Housing's standards because they represent 'best practice' in establishing LYHA as a high performing organisation.

We must also make commercial decisions to optimise our resources so that we can maintain our existing homes, as well as building new homes to help address the housing crisis.

We value diversity in the boardroom. Our skilled and diligent board is made up of members from a wide range of backgrounds, who together provide a breadth of experience and ideas.

Ultimately we are accountable to our customers and that begins with our governance – we have a board member who is a customer and our Customer Experience Committee comprises of both engaged customers and board members, who work together to co-create solutions, to ensure the 'customer voice' is heard in the board room and influences key decisions.

The organisation will adopt the provisions of the forthcoming government White Paper and welcomes any moves to be more accountable to customers and to

remove any stigma associated with living in social housing.

Governance

We will follow the latest NHF Code of Governance adopting the updated 2020 Code. We will maintain a strong, skilled and professional board, committed to their own improvement and balancing: Scrutiny; Strategy; Stretch; Support; Stewardship

The board has developed and embraced a Board Charter, making a commitment to inclusive, accountable, ethical and respectful ways of working.

We will undertake an independent review of board and committee effectiveness and work to implement any recommendations.

We will also work in true partnership with customers, embracing co-regulation and the Together with Tenants charter.

We will explore mechanisms, such as mutualisation, to ensure that the organisation operates with integrity and is truly accountable to our stakeholders.

Risk

We recognise the regulatory requirements around risk and believe that an appropriate, robust and prudent

business planning, risk and control framework will support the achievement of our aims in both the near and longer-term.

We will work diligently to manage the risks facing the business, with clear accountability for risk throughout the organisation and robust stress-testing of our plans, backed up by mitigation plans and monitoring mechanisms.

We will seek assurance from independent, internal, and external auditors and work constructively and positively with them to improve the organisation.

Value for Money

In late 2019 the board reviewed the available options and determined that LYHA should remain independent.

We will work to improve our value for money, with a relentless focus on customer service, wellbeing in our communities and the quality of our homes. We will invest in our homes and services to deliver quality outcomes and yet we will aim to deliver median overall costs-per-unit and operating margins through good contract management, partnership working and investment in digital technologies to provide efficient, consistent services.



Funding

We will seek efficient sources of funding for our ambitious development programme. During the course of this plan we will re-finance existing bank debt, securing our current debt over the long-term.

Our investment into improving our existing homes will be met from operating surpluses, with loan funding used to support the development programme.

We understand that our core purpose is the provision of affordable homes to rent in Leeds and Barnsley and we will consider how the non-core assets can best serve this purpose.

Examples of good governance and strong finances



New Customer Experience Committee

In 2018 we relaunched our Customer Experience Committee. The new committee moved from a model comprising only customers to a mixed membership made up of both customers and board members.

The change in the membership, which included both the chair of the board and a board member who is a

customer, gave the committee much greater access to the board, and also gave the board greater feedback on the experience of being an LYHA customer.

The new committee, supported by sustained and genuine commitment from management, has rapidly built trust between all parties. It has been a key driver in the recent improvements to core services, evidenced, for example, by the improvements in satisfaction with repairs in 2019/20.

Board Charter

As part of our commitment to good governance and continuous improvement, our board agreed a charter in early 2020.

As board members of LYHA, we will embrace the organisation's values and commit to delivering the following:

- The Five 'S's – strategy, scrutiny, stewardship, support and stretch.
- The Four 'Sights' – oversight, insight, foresight and hindsight.

In addition, we will:

- Provide constructive and supportive challenge to each other and the executive team.
- Demonstrate respect for each other as individuals in what we say and what we do.
- Assume collective responsibility and always support decisions that are made by the board, speaking with one voice outside the boardroom.
- Be accountable for all decisions that are made by the board.

- Be an ambassador for LYHA, representing the organisation with pride.
- Ensure that we remain strategic and not become too operational.
- Be honest, brave and bold with our views at all times.
- Take a customer-centric view of all topics discussed, ensuring that decisions made are in the best interests of our customers and represent best value for money for LYHA.
- Be inclusive and actively seek and listen to the views of each and every board and executive team member.
- Take time to be reflective to enable LYHA to be a learning organisation.

Success Measures and Milestones

- Retain G1/V1 following RSH IDA (2020)
- Adopt Together with Tenants - (2020)
- Adopt NHF Code of Governance (2020 - 2020)
- Consider the mutual model (2021)
- Independent review of board and committee effectiveness (2021/22)
- Continue to strengthen stress-testing and mitigations plans (2020)
- Materially improved VFM outcome measures (2021)
- Costs per unit around the median for our peer group (2022)
- Bank debt refinanced (2023)



Value for Money

We understand the need to invest in the delivery of our strategic objectives whilst continuing to drive efficiencies and improve the services we deliver. We define value for money in terms of how we deliver against both our financial and non-financial objectives and we measure our performance against others in the sector.

| Ref | Measure | 2018/19 | 2019/20 | 2020/21 Target | 2021/22 Target | 2022/23 Target | Bench- mark | Benchmark |
|------|---|---------|----------|----------------|----------------|----------------|----------------|--|
| COMM | £s well-being generated through community investment | N/A | £187,659 | £150,000 | £175,000 | £200,000 | n/a | |
| COMM | Rent collected as a percentage of rent owed (excluding arrears b/f) | 99.96% | 100.51% | 100.10% | 100.10% | 100.10% | 99.58% | Peer group 2018/19 Sector Scorecard median |
| COMM | Total tenant arrears as a percentage of the annual rent debit | 5.52% | 3.89% | 3.75% | 3.50% | 3.50% | 5.50% | Peer Group 2019/20 Q3 median |
| COMM | Percentage of rent lost from voids | 1.00% | 1.50% | 1.87% | 1.00% | 1.00% | 0.95% | Peer Group 2019/20 Q3 median |
| CX | Customers satisfied with the overall service | 66.2% | 70.0% | 80.0% | 85.0% | 87.0% | 86.4% | Peer group 2018/19 Sector Scorecard median |
| CX | % Satisfied with quality of their most recent repair ytd | 80.0% | 89.4% | 89.0% | 90.0% | 90.0% | 87.5% | Peer Group 2019/20 Q3 median |
| AM | Reinvestment % ytd | 8.9% | 8.4% | 9.97% | 15.24% | 9.58% | 4.1% | Peer group 2018/19 Sector Scorecard median |
| AM | Average SAP rating of self-contained owned general needs dwellings at the end of the year | | 63 | 65 | 67 | 70 | TBC | |
| NH | New Supply Delivered # | 42 | 72 | 37 | 20 | 2 | 25 | Peer group 2018/19 Sector Scorecard median |
| NH | New Supply Delivered (Social Housing) % | 2.80% | 4.2% | 3.03% | 3.41% | 4.33% | 0.95% | Peer group 2018/19 Sector Scorecard median |
| NH | New Supply Delivered (Non-social Housing) % | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | Peer group 2018/19 Sector Scorecard median |
| GFV | Gearing | 36.9% | 38.1% | 41% | 39.0% | 40.0% | 31.7% | Peer group 2018/19 Sector Scorecard median |
| GFV | EBITDA MRI | 195% | 170% | 175% | 209% | 221% | 188% | Peer group 2018/19 Sector Scorecard median |
| GFV | Forecast Interest Cover 31.03.2020 | 111% | 137% | 153% | 190% | 209% | 150% | LYHA Golden Rule |
| GFV | Headline SH CPU | £3,880 | £3,771 | £3,543 | £3,507 | £3,411 | £3,730 | Peer group 2018/19 Sector Scorecard median |
| GFV | Operating Margin - SHL only | 0.60% | 15.9% | 20.7% | 20.0% | 23.0% | 27.68% | Peer group 2018/19 Sector Scorecard median |
| GFV | Operating Margin - Overall | 10.8% | 22.1% | 21.7% | 20.1% | 23.6% | 24.8% | Peer group 2018/19 Sector Scorecard median |
| GFV | ROCE | 1.52% | 3.2% | 2.68% | 3.83% | 2.62% | 2.72% | Peer group 2018/19 Sector Scorecard median |
| MB | Colleague Engagement Score | N/A | 93.0% | 90.0% | 90.0% | 90.0% | 67.0% | WorkBuzz Peer group median |
| MB | Average short-term sick days per employee YTD | 4.5 | 3.8 | 3.0 | 3.0 | 3.0 | 3.8 | Internal - rolling 2-yr average |
| MB | Average long-term sick days per employee YTD | 5.5 | 4.3 | 5.0 | 5.0 | 5.0 | 4.9 | Internal - rolling 2-yr average |

Our Financial Forecast 2020 – 2050

Detailed Consolidated Statement of Comprehensive Income

| Period: 01 April 2020 - 31 March 2050 | 2021 | 2022 | 2023 | 2024 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | Total |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Total Turnover | 8,122 | 7,736 | 8,360 | 8,779 | 9,104 | 10,032 | 11,055 | 12,216 | 13,434 | 14,811 | 338,227 |
| Operating Expenditure Total | 6,364 | 6,180 | 6,392 | 6,626 | 6,853 | 7,707 | 8,776 | 10,064 | 11,499 | 12,885 | 274,754 |
| Operating Surplus/(deficit) | 1,759 | 1,556 | 1,969 | 2,153 | 2,250 | 2,325 | 2,279 | 2,152 | 1,934 | 1,927 | 63,473 |
| Gain/(loss) on disposal of fixed asset | | 1,117 | | | | | | | | | 1,117 |
| Interest and financing costs | -963 | -926 | -1,080 | -1,138 | -1,241 | -1,222 | -908 | -646 | -296 | 2 | -23,381 |
| Surplus before tax | 796 | 1,748 | 889 | 1,016 | 1,009 | 1,103 | 1,371 | 1,505 | 1,638 | 2,449 | 41,729 |
| Actuarial loss/gain in respect of pension schemes | -216 | -220 | -224 | -229 | -233 | | | | | | -652 |
| Comprehensive Income for the year | 580 | 1,528 | 665 | 787 | 776 | 1,103 | 1,371 | 1,505 | 1,638 | 2,449 | 41,077 |
| Comprehensive Income Brought Forward | 27,911 | | | | | | | | | | |
| -- Cumulative Retained Profit | 28,491 | 30,019 | 30,683 | 31,470 | 32,246 | 37,686 | 44,035 | 51,299 | 59,150 | 68,988 | 68,988 |



Consolidated Statement of Financial Position

| Period: 01 April 2020 - 31 March 2050 | 2021 | 2022 | 2023 | 2024 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's |
| Fixed Assets Total | 66,196.10 | 70,283.90 | 75,958.40 | 76,591.00 | 75,758.10 | 74,891.70 | 74,015.20 | 75,432.80 | 75,260.80 | 73,484.70 |
| Current Assets Total | 1,201.50 | 1,252.90 | 933.90 | 942.50 | 951.20 | 996.80 | 1,045.80 | 1,098.70 | 1,155.90 | 6,351.90 |
| Less - Creditors - amounts due within 1 year | -1,670.50 | -1,687.20 | -1,720.90 | -1,755.40 | -1,790.50 | -1,976.80 | -2,182.60 | -2,409.70 | -2,660.60 | -2,937.50 |
| Net current assets/liabilities | -469 | -434.3 | -787.1 | -812.9 | -839.3 | -980 | -1,136.70 | -1,311.00 | -1,504.70 | 3,414.40 |
| Assets less current liabilities Total | 65,727.10 | 69,849.60 | 75,171.40 | 75,778.10 | 74,918.80 | 73,911.70 | 72,878.40 | 74,121.80 | 73,756.10 | 77,419.30 |
| Creditors - amounts due after more than 1 year | -36,407.40 | -39,002.10 | -43,659.30 | -43,479.20 | -41,843.90 | -36,225.40 | -28,843.80 | -22,822.70 | -14,606.20 | -8,431.70 |
| Pension provisions | -828.90 | -828.90 | -828.90 | -828.90 | -828.90 | 0 | 0 | 0 | 0 | 0 |
| Net assets Total | 28,490.80 | 30,018.50 | 30,683.10 | 31,469.90 | 32,246.00 | 37,686.30 | 44,034.60 | 51,299.10 | 59,149.90 | 68,987.60 |
| Total reserves | 28,490.80 | 30,018.50 | 30,683.10 | 31,469.90 | 32,246.00 | 37,686.30 | 44,034.60 | 51,299.10 | 59,149.90 | 68,987.60 |
| Balance Sheet Check | Balanced | Balanced | Balanced | Balanced | Balanced | Balanced | Balanced | Balanced | Balanced | Balanced |



Consolidated Statement of Cash Flow

| Period: 01 April 2020 - 31 March 2050 | 2021 | 2022 | 2023 | 2024 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | Total |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Cash flow from operating activities | 2,748.10 | 2,612.70 | 3,200.50 | 3,432.40 | 3,579.90 | 4,161.00 | 4,545.20 | 5,048.30 | 5,541.10 | 6,112.30 | 137,561.40 |
| Total Cash flow from investing activities | -5,949.30 | -2,178.40 | -4,979.50 | -2,266.50 | -897.70 | -1,773.70 | -2,111.50 | -3,231.10 | -3,611.00 | -3,669.00 | -86,535.20 |
| Total Cash flow from financing activities | 2,565.40 | -407.5 | 1,522.30 | -1,165.80 | -2,682.20 | -2,387.30 | -2,433.70 | -1,817.20 | -1,930.20 | | -46,757.50 |
| Cash & cash equivalents at the beginning of year | 1,365.50 | 729.80 | 756.70 | 500 | 500 | 500 | 500 | 500 | 500 | 3,190.80 | 1,365.50 |
| Net Change in Cash & cash equivalents | -635.70 | 26.90 | -256.70 | 0 | 0 | 0 | 0 | 0 | 0 | 2,443.40 | 4,268.70 |
| Cash & cash equivalents at the end of year | 729.80 | 756.70 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 5,634.20 | 5,634.20 |

LYHA Covenants

| Period Start Date: 01 April 2020 - End date: 31 March 2050 | 2021 | 2022 | 2023 | 2024 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 |
|--|------|------|------|------|------|------|------|------|------|------|
| Ratio Loans: Historic cost of properties | 36% | 37% | 34% | 33% | 31% | 24% | 16% | 10% | 4% | 0% |
| Gearing Covenant Max | 55% | 55% | 55% | 55% | 55% | 55% | 55% | 55% | 55% | 55% |
| Ratio of Annual Surplus: Interest Payable | 153% | 190% | 209% | 229% | 224% | 193% | 264% | 275% | 635% | |
| Minimum in any one year | 110% | 110% | 110% | 110% | 110% | 110% | 110% | 110% | 110% | 110% |



Value for Money Metrics

| Period: 01 April 2020 - 31 March 2050 | 2021 | 2022 | 2023 | 2024 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Metric 1 - Reinvestment % | 9.97% | 15.24% | 9.58% | 3.11% | 1.22% | 2.44% | 2.93% | 4.40% | 4.93% | 5.13% |
| Metric 2A) - New supply delivered % (Social housing units) | 3.03% | 3.41% | 4.33% | 0.93% | 0.92% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Metric 2B) - New supply delivered % (Non-social housing units) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Metric 3 - Gearing % | 41% | 39% | 40% | 40% | 38% | 32% | 24% | 16% | 6% | 6% |
| Metric 4 - EBITDA-MRI Interest Cover % | 175% | 209% | 221% | 230% | 232% | 193% | 264% | 275% | 635% | |
| Metric 5 - Headline social housing cost per unit | £3,542.12 | £3,506.81 | £3,411.34 | £3,481.05 | £3,533.43 | £4,326.96 | £4,896.89 | £5,938.90 | £6,582.71 | £7,083.09 |
| a) Management cost per unit | £1,568.14 | £1,722.47 | £1,629.23 | £1,641.52 | £1,672.22 | £1,792.96 | £1,979.58 | £2,185.61 | £2,413.09 | £2,664.25 |
| b) Service charge cost per unit | £263.47 | £283.38 | £278.40 | £282.80 | £287.30 | £318.75 | £351.93 | £388.56 | £429.00 | £473.65 |
| c) Maintenance cost per unit | £853.33 | £811.07 | £822.88 | £861.98 | £895.99 | £1,003.06 | £1,114.85 | £1,230.88 | £1,358.99 | £1,503.88 |
| d) Major Repairs cost per unit | £814.78 | £644.28 | £636.02 | £649.24 | £631.68 | £1,160.88 | £1,393.89 | £2,071.30 | £2,312.57 | £2,365.07 |
| e) Other social housing cost per unit | £42.41 | £45.61 | £44.81 | £45.52 | £46.24 | £51.31 | £56.65 | £62.54 | £69.05 | £76.24 |
| Metric 6A) Operating Margin % (social housing lettings only) | 20.68% | 19.97% | 23.02% | 24.60% | 24.80% | 23.24% | 20.65% | 17.62% | 14.37% | 12.96% |
| Metric 6B) Operating Margin % (overall) | 21.65% | 20.12% | 23.55% | 24.53% | 24.72% | 23.17% | 20.61% | 17.61% | 14.40% | 13.01% |
| Metric 7 Return on Capital Employed (ROCE) | 2.68% | 3.83% | 2.62% | 2.84% | 3.00% | 3.15% | 3.13% | 2.90% | 2.62% | 3.16% |

| Business plan assumptions | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CPI | 0.00% | 1.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| RPI | 0.00% | 1.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| LIBOR | 1.20% | 1.45% | 1.75% | 2.25% | 2.50% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |







Leeds & Yorkshire
Housing Association

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