

Vico Homes 

Our plans for the future

➤ 2028

Better futures,
vibrant communities





Our story

A home is more than four walls and a roof. It should be a safe place. A place to start things. A place of opportunities. A place to grow. A place where you feel you belong.







These are the places we provide for today and for the future. This is what marks us out as a leading social landlord.

We're not afraid to be optimistic and show our passion for what we do to support our customers.

We share a common vision, acting confidently to ensure that we remain at the forefront of making it happen.

Together we are
building better futures
and vibrant communities.

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Welcome

Welcome to Our plans for the future...the first three year strategy as Vico Homes.

On 1 April 2025, WDH became Vico Homes and committed to supporting better futures and vibrant communities. We believe **vibrant communities** are so important that we put it in our name and it runs through everything we do.

Changing our name, vision, mission and values isn't something that we've taken lightly. After lots of consultation with customers, colleagues, partners and the public, we felt that, to be able to achieve the ambitious plans we have for our customers and our communities, we needed to evolve.

As Vico Homes, we want to create vibrant communities where people feel valued, wherever they live. All our customers deserve a place to feel at home. We work to create inclusive places where people feel they are valued and get the same great support wherever they live.

This year, we celebrated 20 years in business, providing homes and supporting people in and around Wakefield. Over that time, we've changed, we've grown and we've had a positive impact on thousands of people and their communities. We have a strong history of success and have laid great foundations for us to build our future. We want to use that experience and expertise to support more people in more places and we want to be recognised as the leading provider of homes with positive impact.

There's a housing emergency and we need to play our part to address it and continue to grow. Everyone deserves a place to feel at home and, by building high quality homes, we can offer that. New homes aren't just good for new customers, they mean additional income which brings extra money to invest even more in existing homes and services. To grow, we have needed to increase our reach and build in more places than we did before. Removing Wakefield from our name and taking away that geographical link means more partners can help us to do that.

It's not just about working together to build homes. Of course that is vital! However, our partnerships run deeper and we work with key services to help us to provide support beyond the front door. That means working with local authorities, NHS teams and other agencies to make sure our customers have the support they need to stay happy and well, supporting our vision of better futures, vibrant communities.

The Vico Homes Board



Home



People-centred



Positive
Direction



Community

Now we've set out our first big change, let's move on to our plans for the future!
Here's what you can expect from us over the next three years.



Our vision...
the world we want to see

**A world where all our homes are
foundations for better futures,
helping to shape and support more
vibrant communities where people
feel they belong.**

Better futures,
vibrant communities

Our plans in context

We have big plans to make a big difference over the next three years (and into the future). We haven't come up with these plans on our own.

To us, it's all about our customers but to set the scene, here's a little bit about us...

We own and manage over 32,000 homes across the north of England. From high rise apartments, to bungalows; family homes to independent living schemes and brand new developments; we aim to provide homes that fit the needs of customers, whatever stage they're at. We know needs change and we know that our homes are in high demand.

We invest in keeping our homes well maintained, safe and warm and have invested £1 billion in making homes even safer over the past 20 years. Nothing is more important to us than keeping our customers safe, warm and well.

Lives are complicated and we all have challenges, so our support goes beyond the front door. We know that no two customers are the same and neither are their backgrounds, circumstances or needs.

We are more than a landlord. We can help customers to tackle money troubles, get health support and get back on their feet sooner when things don't go right. These services set us apart from other housing providers.





We looked around...

We've looked at what's going on in the world, in the UK and in the north, where our customers live and work. As always, there are challenges and there are opportunities to make things better.

A new government brings a shift in national priorities, a shift that we hope will benefit our customers. This new government backs building and we hope that by working together with our partners, we can influence funding and planning reforms that could help us to build more homes and support more people.

Along with a shift in national leadership, we have seen an increase in regulation across our sector. This is a shift that we support as it places customers at the very heart of what we do and makes sure that their voice is heard and their needs are prioritised. We take every opportunity to listen to our customers so they can influence everything we do and we aim to exceed that C1 consumer standard rating, along with our G1 governance and V1 viability ratings.

Other positive action that's being taken across the UK, is the introduction of Awaab's Law. Since the terrible tragedy where Awaab Ishak lost his life, new legislation has been rolled out to make sure that landlords are investigating and responding to reports of damp and mould from tenants and dealing with reports as swiftly as possible.

We believe that everyone deserves to live in a warm, safe home, so we welcome the changes. We will continue to review our policies and processes to, not only continue to meet these requirements, but to be sure that our customers are safe at home.

Our customers have shared that money continues to be a challenge and anything we can do to ease that pressure helps. As well as the financial support we offer, we're doing what we can to tackle the root cause and improving the energy efficiency of our homes as much as possible. This will continue to be a priority for us over the next three years.

We know that there are some great opportunities for us to grow across the north and that there's funding available to do that. The Brownfield Housing Fund is one example where funding is being offered to develop brownfield land. This could help us create the homes communities need.

We asked...

We take feedback seriously and look to our customers to help us to shape and improve every aspect of our service. Our plans for the future are no different.

We asked our customers, our colleagues and our partners what mattered to them and what we could do to help. And our customers told us.

They wanted:

Good communication and kept updated about the things that affect them.

We will be looking at more ways to include our customers in improving our communication, continuing to hold customer events and making sure that we keep customers up to date on the things that matter to them most.

To make sure that customers are always our number one priority.

We have ambitions to grow but that will never come before making sure all our customers are supported and have a place to feel at home.

To be provided with a safe and warm home.

Whether someone has lived in one of our properties all their life, or they've just moved in, we will ensure their home is somewhere they love, feel safe and where they feel they belong.

To be listened to with empathy and respect.

Being caring is one of our values, which all of our colleagues live by. This means we know that at the end of every interaction, there's a person to be treated with kindness and respect.



We listened...

We've taken all of that insight and feedback and put together some big goals for the future.



Our mission... how we will achieve our vision

A safe comfortable home is at the heart of a better future for the customers and communities we serve.

From laying the first brick of a new build, to looking after homes that have been in our care since the beginning, we make sure all of them are the best they can be through regular improvements and swift repairs when needed. By investing in new properties, we make sure that there are homes for the communities of the future.

And our commitment goes beyond the front door.

We invest in our customers, providing support that develops people's potential and helps them to face whatever the future brings. We meet their wide-ranging needs through an offer which is comprehensive, always evolving and expertly delivered by our people.

Dedicated, skilled and connected to the places we serve, we understand the value of creating homes to be proud of and building the confidence to fulfil potential.

Changing lives through the places people live





Our culture and values



Caring

We put our customers first, treating everyone fairly and flexibly regardless of their background or circumstances. Most of all, we know that at the end of every interaction, there's a person to be treated with kindness and respect.

Confident

We encourage each other to make and own decisions, build our skills and fulfil our potential. It's why we love where we work.

United

We're driven by a powerful common purpose, to create positive impact through the places people live. And we do that by working brilliantly together throughout Vico Homes.

Ambitious

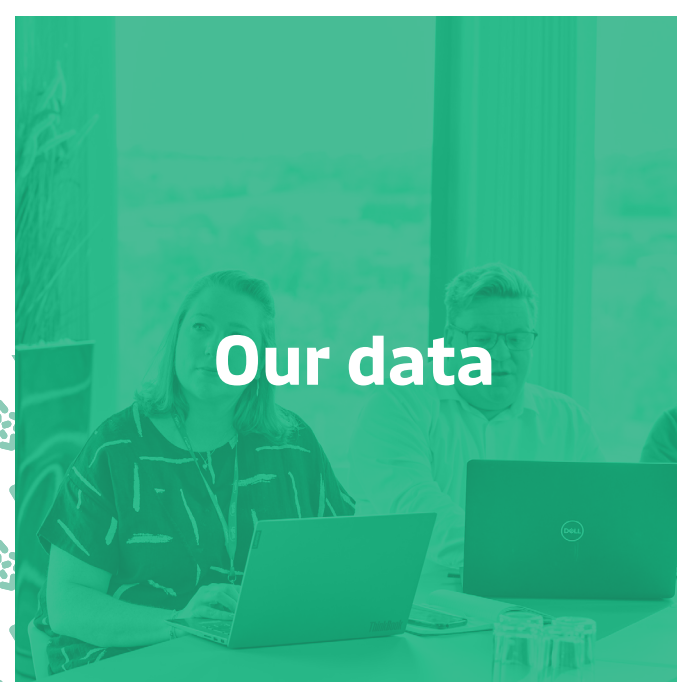
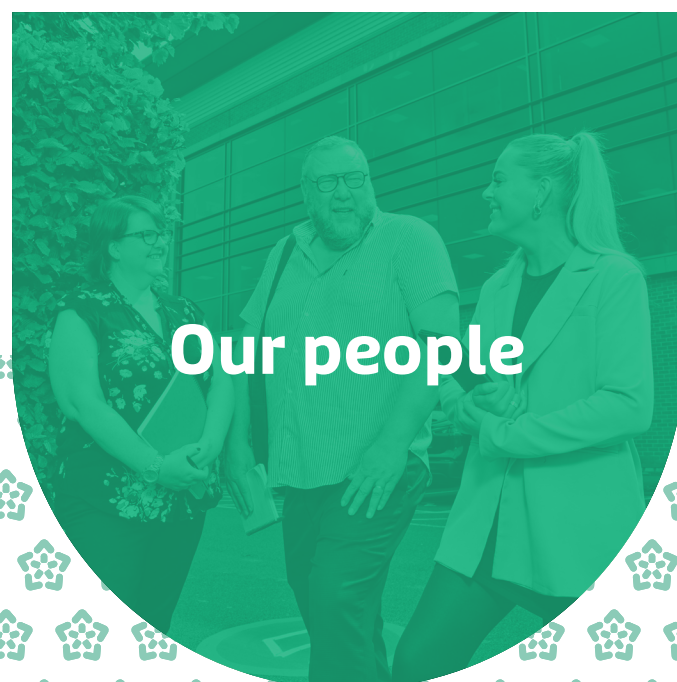
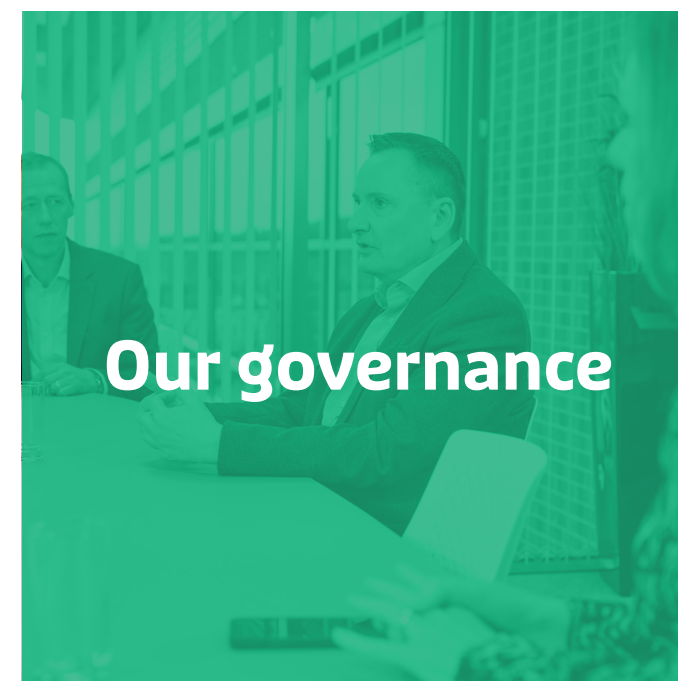
We look to the future knowing that changes we make today create the homes and communities of tomorrow. We set the standard for transformational social housing, championing innovation and creativity to go further and do more for our customers.

Proud of our foundations

For 20 years we have focused on our customers and our communities. That will never change. Over that time we've grown, learned and refined what we do and built strong foundations. We know that, for us to achieve our big goals, there are some important themes that run through everything we do. These themes make sure that we have the great foundations to achieve our goals.

And these themes are about us. They are the things that we do really well to make sure our customers are supported and get the support, service and homes they deserve.

It's about:



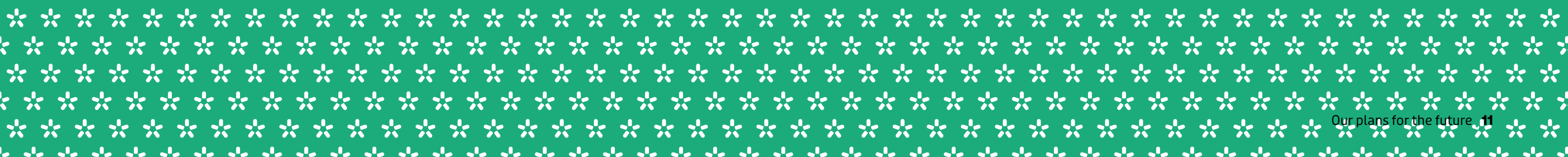
By making sure we continue to get these right, we'll stand a good chance of hitting those big goals, providing better futures and vibrant communities.

Making sure we're here for the long term...

Whilst we may have rebranded to help grow our organisation, to support our customers and make sure they're heard and to open up new opportunities, we've been around for 20 years. We are successful and secure and we want to make sure that continues. We stay a strong business by making sure we keep a focus on the business stuff. That means we'll continue to set targets to help achieve our goals to 2028.



Our priority when it comes to our foundations is to maintain our G1, V1 and achieve a C1 rating from the Regulator of Social Housing.



Our goals

We set goals that challenge us to be better, to do better and to support people in the best way possible. We're about changing lives through the places people live and our goals make sure that we are heading in the right direction.

We will:



Provide experiences to be proud of

The best experiences for our customers, our colleagues and the people we work with. It's about understanding who our customers are and what they need to succeed.



Make an impact to be proud of

Supporting more people, in more places, in more ways wherever they are. It's about creating homes and communities where people feel they belong.



Create places to be proud of

It's about building homes and services to meet the needs of customers and create vibrant communities.

Provide experiences to be proud of

When it comes to dealing with us, we want to make sure that every experience meets your needs, is consistent and is great. That goes for customers, partners and colleagues. We've always had a reputation for providing high quality homes and services but we want to set the standard. **We will deliver the 'Vico Experience'**; a great experience that our colleagues strive to deliver and our customers know they can expect.

We will take the time to understand who is behind the door through investment in our data and by getting to know who our customers are and what is important to them. **This means involving more customers in more meaningful ways.**

Involving customers in shaping services and decisions that affect them is really important to us. We know that different people want to get involved in different ways, in different things and to different levels. So, to make sure we hear diverse voices and get views that represent our wide range of customers, we will offer a range of ways for customers to have their say and share their views.

We pride ourselves on the range of services that we offer to meet the diverse needs of our customers and **we will continue to review, improve and introduce new services where our customers want and need them.**

The Vico Experience will be one that offers personalised services and support, values diversity and offers a consistently high standard.

To deliver all of this means offering customer choice, improving our digital systems and to support access to information for customers. **We will use technology to improve the customer experience** to widen our offer so that customers can choose how they want to get in touch and choose services to suit them.

Making it happen

- $\geq 85\%$ overall customer satisfaction.
- $\geq 86\%$ customers treated fairly and with respect.
- ≥ 8.0 colleague satisfaction





Making it happen

- $\geq 76\%$ satisfaction with the contribution to our neighbourhoods.
- $\geq 87\%$ satisfaction with repairs and maintenance.
- $\geq 68\%$ satisfaction with our approach to ASB.

Make an impact to be proud of

In housing we talk about social impact; the positive impact the work we do has on the people we support and the communities we work in. Social impact isn't always easy to measure but it's easy to see in our customers, our people and our communities. We support people into work, improving their financial, social and mental wellbeing. We give people a home to raise their families in and thrive. We offer a range of homes to suit people's needs, whatever stage they're at, helping them to be independent. And we celebrate our communities at events, with awards and by sharing their stories.

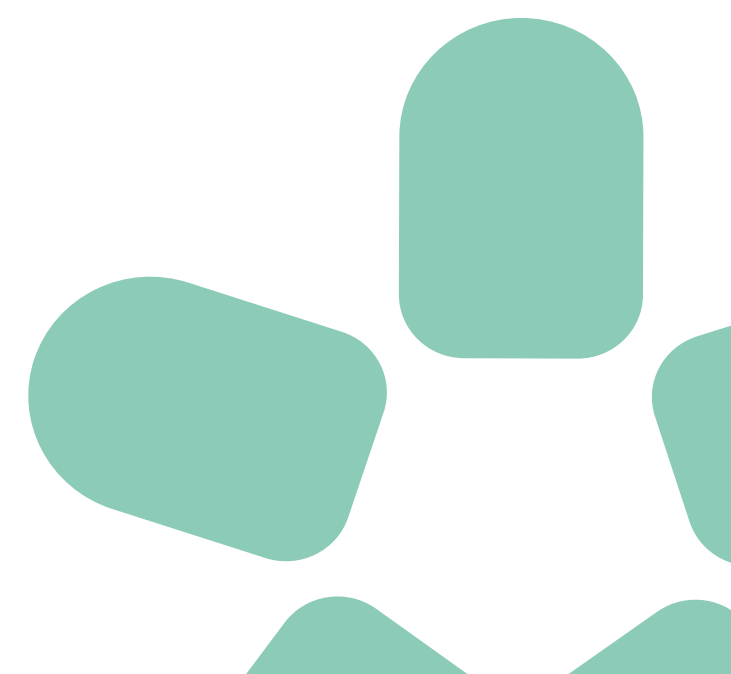
We want to do more of that, supporting customers when they need it.

To do more of that and to make an impact to be proud of, we need to grow. It's not about growing beyond the 4,329.6 square miles we already cover. It's about creating vibrant communities in the places we already have homes, giving people a support network and being able to offer great value for money services in those areas. To be able to deliver this **we'll have the right teams with the right people in the right places to support our customers** in the ways they need and want us to.

We know that no two customers are the same and their needs change throughout their lifetime. We'll take a good look at what's needed and develop a programme that provides the right homes to meet those needs and keep people connected to their communities. **We want to offer what our customers need and want and support them to live in the homes they want to live in.**

We understand the impact a home can have on your health, wellbeing and feeling of security. We know we can't do everything on our own and that's why we're going to continue to work together with others. Vibrant communities are about us all so **we will be working with our partners and looking to build connections with other groups and services to make sure that our customers and communities have what they need to thrive.**

Ours are diverse communities, they are growing communities and they are vibrant communities and we are proud.





Create places to be proud of

We're proud of our homes and our communities, and we want our customers to feel that way too. That means making sure they are clean, safe, vibrant communities where people feel they belong. We want to create places to be proud of. We have plans for how we're going to do that over the next three years.

We want to build and acquire more homes in the places we already are. We want to build partnerships in those places to offer more services and support. We want people to feel valued, wherever they live and to get that consistent Vico Experience. We know that the demand for homes is high so we will work to build more.

We know that not all of our homes and estates are as great as we want them to be. They could be better. **We plan to take a good look at our estates and agree which could benefit the most from regeneration.** With over 32,000 homes across an area of over 4,000 square miles, that's no small task. Regeneration of the estate will be included in our strategy from 2028.

A home should be a place to feel safe so we're going to make our homes even safer. Over the last six years we've spent over £10 million to improve the safety and security of our high rise apartments. We're not stopping there. We're going to replace all of the external wall insulation on our Wakefield city centre high rise blocks, transforming the skyline and making them warmer and safer.

It's not just about these apartment blocks. **We're investing in homes across all our areas to keep them safe, energy efficient, high quality places to live.**

We'll set the standard for a Vico Home. That means every customer, whether they live in a new build or an older home, can expect the same high quality, well maintained standard of home. Once that's set, we'll set out plans to make sure that every home is up to scratch and meets that standard. These are the places we provide for today and for the future and everyone deserves a place to feel at home.

Making it happen

- $\geq 84\%$ of customers feel their home is well maintained.
- $\geq 75\%$ of our homes meet EPC C and above.
- 3% net growth in homes.

Our strategy

How our vision, mission and values work together to form our new strategy.



Our vision

Better futures, vibrant communities

Our goals



Provide experiences to be proud of



Make an impact to be proud of



Create places to be proud of

Our mission

Changing lives through the places people live

Our financial strength

Our data

Our partnerships

Our support for tenants

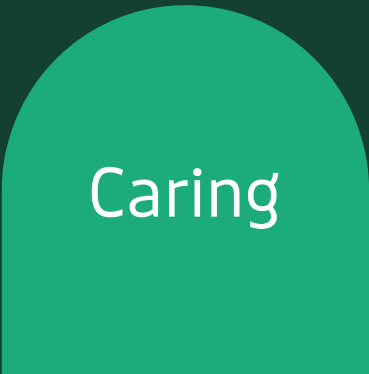
and creating social impact

Our environmental impact

Our governance

Our people

Our values



Caring



Confident



United



Ambitious



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This document is also available in other formats on request.



This document is also available electronically at vicohomes.co.uk



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