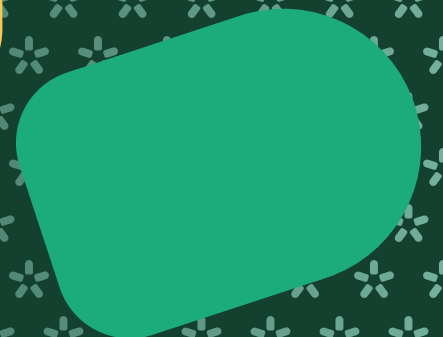


Vico Homes 

Future Homes Plan

➤ 2028

Better futures,
vibrant communities



Welcome

As the leading provider of homes with positive impact across West Yorkshire and beyond, we have the opportunity to transform the lives of everyone living in one of our 32,000 homes.

We want to make sure that all our customers have a Vico Home to be proud of, whether you've lived in one of our homes all your life, or you've just moved in. We have the chance to create new build homes made to last and, by setting the standard for our current empty homes, we can provide more support for customers from the start of their tenancy.

By growing our communities in the places we have homes now, we will be building new homes and building opportunity too. We aim to deliver 1,500 homes over the next three years to provide more affordable homes for more people. New homes will benefit our existing communities too. More homes will mean more reinvestment in the neighbourhoods we have now with the chance to build our partnership working across the areas we serve.

We're committed to providing a safe, comfortable home for our customers. Investing in our current homes to meet the latest requirements means our customers can relax in their home knowing what is in place to help keep them safe.

Better futures, vibrant communities

Improving the sustainability of our homes is important for the environment and our customers. Greener homes can keep our customers warm and make our homes affordable to live in by reducing energy bills to create a home fit for the future. During the life of this plan, we will improve the energy efficiency of the majority of our current homes to EPC C and work with partners to test and deliver new innovative heating solutions. We will also look into how smart technology can improve how we maintain homes and improve our service for customers.

We'll help our customers to find a place to feel at home. Over time the needs of our communities can change and by being customer led we can make sure we're providing the right homes, in the right places to give communities a new life.

We believe a home should be somewhere you love, somewhere you feel safe, somewhere you feel you belong.



Listening to our customers...

In shaping our plans for the future we asked our customers what mattered to them about their home and where they live and our customers told us they wanted:



To feel safe

Everyone deserves to feel safe and unwind in their home. We take safety and compliance standards seriously and we know customers also want to be comfortable in their community. As part of our work to improve homes, we will be looking at what steps we can take to help customers feel more secure.

To have green spaces they can enjoy

Having a space to share with community groups or to enjoy on a sunny day can be important for mental health and wellbeing. It can provide a reason to step outdoors and socialise, especially for our customers living in apartments or smaller homes. We will continue to keep this central to our plans to build new homes and improve existing ones.

To be provided with a warm, energy efficient home

We know that a warm and comfortable home is at the heart of a better future for the customers and communities we serve. By ensuring that a home is energy efficient can help towards that and we have ambitions to make homes greener.

To be able to park their cars

Designated parking can add a lot of value to a community. It's handy to have somewhere nearby to park and can also improve how an estate looks and feels to live in. That's why we will continue to look at ways to provide parking as part of our improvement work.





Our Future Homes principles

These principles will support us to achieve our aims:

1

We will listen to our customers and let their voices guide where we can make improvements in their communities.

4

When investing in new homes, we'll prioritise communities that we already work in.

2

Everyone deserves a safe place to live. We will continue to invest in compliance and building safety to keep homes up to date.

5

Our investments will have a focus on becoming greener and more energy efficient, and where we can deliver positive outcomes for customers.

3

We will use data to make informed decisions and put the right type of homes in the right places.

6

We have big plans, and we know we can't do it alone. This is why we plan to work with partners to build new homes and improve existing homes.

7

We will ensure that we deliver value for money. We will look at our contract and procurement management systems and processes to ensure we're working with the best contractors, and we are getting the best deals.

Our promises to customers

Our promises to customers set out our commitment to delivering a great Vico customer experience which will be delivered by our caring and professional employees. In delivering the aims set out in this plan, we will ensure we fulfil our promises and can achieve our vision to build better futures and vibrant communities.

Relationships

We will always treat you with kindness and respect. Our relationship with you will be honest. We will be open about the decisions we make and the things that affect you and we will keep any information we hold about you safe.

1

Communication

We will give you important information about your home and community clearly, when you need it and in a way that you can understand. We'll let you know about our services and how we are performing, how we are run and how we can continue to improve.

2

Voice and influence

We really want your feedback. We know that you want to have a say on the things that affect you and we want that too. So we'll give you a range of ways to share your feedback, get involved and help improve services for you and your neighbours. Your feedback is really valuable to us. It lets us know when we're doing well and where things aren't quite right so we can make things better.

3

Accountability

We will provide opportunities for you to scrutinise our services and hold us to account for the services we provide and the quality of your home.

4

Quality

We will make sure you get great customer experiences as well as a quality, well maintained, safe and well managed home.

5

When things go wrong

We don't always get things right and sometimes things go wrong. When that happens, we'll give you the advice and support you need. We have simple ways for you to tell us when we've got things wrong, so complaints are resolved quickly, consistently and fairly.

And we're not afraid to say sorry when we get it wrong.

6

Equality, diversity and inclusion

We know how important it is to hear from a diverse range of voices, from a whole range of groups, backgrounds and experiences. That's why we reach out to under-represented communities at every opportunity. We'd love to hear from more of you to help us to shape our services and we'll help you to do that in any way we can.

7



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 Future Homes Plan

2025 - 2028

Provide a Vico home
to be proud of

Invest in the quality
and safety of our
homes

Make our homes
greener and smarter

Grow communities

Continue to regenerate
our communities

Our mission

Changing lives through the places people live

Our Foundations

Our financial strength

Our data

Our partnerships

Our support for tenants
and creating social impact

Our environmental impact

Our governance

Our people

We'll provide a Vico Home to be proud of

That means every customer, whether they live in an older home or a new build, can expect a high-quality, well-maintained place to live.

We have a consistent standard for our current homes

Moving home can be stressful, so by being consistent with the standard of empty homes we provide, our customers can get settled into their home quickly.

We will:

- Support customers more when they move into their new home, making the most of our New Home Fund.
- Make sure gardens are safe.
- Introduce new customers to Housing Perks, our customer benefits app.
- Work with customers to make sure they are getting the tailored support they need in their new home.

Our new build homes

With our new build homes, we have the chance to create homes made to last.

We will:

- Ensure our data is up to date to make repairs and managing homes easier in the future.
- Where possible, ensure components of a new home are similar to our existing homes. This can make repairs and replacement more efficient.
- Ensure new homes are energy efficient with a minimum of EPC B and include renewable heat and energy sources, like air source heat pumps and solar panels, with an aspiration to achieving EPC A where possible.
- Creating homes with dementia friendly principles and level access in mind. No matter what your needs are, you should be able to thrive in a Vico Home.



We'll invest in the quality and safety of the homes we already have

Everyone deserves to live in an affordable, safe, quality home and the safety of our customers remains a top priority. We plan to invest over £150 million over the next three years to meet legislative requirements, for property compliance, building safety, fire safety and decent homes. And we know that safety goes much further than bricks and mortar. Our customers want to feel safe and secure not just in their homes but in their communities too, which is why our investment stretches to the wider environment and is supported by our proactive approach to community safety.

We'll involve customers at every step, so that the work we do is influenced by people living in our homes and communities. We will also make sure that we communicate effectively with customers, so that they know everything they need to about the safety of their home and any work we are doing. This will help us provide a Vico Home to be proud of.

Our key areas of focus to 2028 are:

- Agreeing a new minimum re-letting standard ('empty home standard') for all of our homes.
- Delivering our three year reinvestment programme.
- Improving fire safety in our Wakefield City Centre high rise homes.
- Fitting over 2,000 new kitchen and bathrooms in our existing homes.
- Completing more surveys of our existing homes to keep our data accurate and up to date. This will help us to make informed decisions in the future.
- Improving the energy efficiency of our current homes so that we achieve a minimum of EPC C where possible.
- Continuing our work with partners to complete pilot projects and utilise external funding to test innovative heating solutions that will benefit our customers.
- Continuing our work to remain compliant with our responsibilities and keep our homes safe. This includes meeting all fire safety and building safety requirements.



We'll make our homes greener and smarter

Making our existing homes sustainable is important for the environment and for keeping our customers warm, reducing energy bills and creating a home fit for the future. We will strive to improve the energy efficiency of the majority of our existing homes to EPC C where possible during the life of this plan. We will also show our commitment to delivering this with a year on year increase in the investment of sustainability projects over the next three years.

But we can't do this on our own. We will continue to work with partners and develop new relationships as we explore external funding to deliver our ambitious plans. This will allow us to complete pilot projects to test innovative heating solutions, whilst also installing solar PV panels, insulation and smart air bricks. As well as improving the energy efficiency rating of homes, our priority is to reduce energy costs and fuel poverty for customers, so that this is one less thing for them to worry about. By testing new approaches we will understand the impacts on customers, using their feedback, to influence our longer term plans.

This will include looking at where we can make our new and existing homes smarter. Smart technology is constantly changing and can be key to making the right decisions for customers and the organisation. We'll look into how sensors and devices can monitor different components of homes to reduce energy costs for our customers and better inform our investment in homes.

Our green approach will also extend to our new homes. We have to deliver new homes to EPC B but we have an aspiration to make them Band A, so will take steps to make this happen. We have already obtained green funding to help us deliver this and will continue to look for opportunities to do more of this.

Green spaces

We also understand that green and shared spaces can be key to healthier living and being a part of a community for our customers. We will continue to improve the biodiversity of the green spaces that we manage, look at how we can regenerate small unused sites that may work better as green space, and provide opportunities for our customers to create or maintain green spaces or community gardens of their own. We will work with customers to develop our approach to green spaces and biodiversity across our communities.





We'll grow communities in the places we have homes now

A new home is 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 today and by investing in even more new homes we will make sure there are homes for the communities of the future.

Partnership working is key to delivering these plans. Through our strategic partnerships and working with partners across our area of operation, we intend to deliver up to 1,500 new affordable homes for rent and shared ownership by 2028, using Homes England funding and investing over £150 million in creating new vibrant communities.

By continuing to grow, we can increase our income which allows us to invest more in our existing homes and the vibrant communities we serve. We want to meet demand too, which means we must follow the data and build in the right places with the right homes and tenures.

We will explore expanding the number of homes we have in certain parts of our operating areas, like the East Riding and South Yorkshire, and consider areas that we haven't worked in before if there is a good opportunity to acquire or provide more affordable housing options.

Our future pipeline includes new homes as part of the following key developments:

- Saxton Lane, providing 207 affordable apartments in the city centre of Leeds.
- St. Mary's Field in Rawmarsh, a development of 135 homes available for affordable rent and shared ownership.
- Park Dale in Ferry Fryston will provide 77 homes with a mix of affordable rent, rent to buy and shared ownership.



We'll look at the bigger picture, and how areas and communities can be regenerated

We'll create places to be proud of by delivering key regeneration projects. We know that our communities have evolved over time and the needs of those areas will continue to change too. By being customer and data led, we will consider what the housing needs are in specific areas, for example more affordable bungalows or dementia friendly housing, and look at how we can provide these for our customers.

We've already started to work on regenerating key areas:

- Phase 1 Horsefair Estate, Pontefract – to deliver a new build apartment scheme and prepare for Phase 2.
- Lupset, Wakefield – to acquire the land to build new homes that will reflect the demographic and free up family housing for others in need.
- Fishergate, Ferrybridge – to design a refurbished scheme with an outdoor community area for residents and re-modelled apartments that provide more level access accommodation.



How will we know we've been successful?

≥84%
of customers
feel their
home is well
maintained.

≥75%
of homes
will be EPC C
or above

Up to
1,500
new homes
delivered.

3%
net
growth of
homes.

750
new homes
in the
pipeline from
2028

Making it happen

Our key goals are:

- We'll provide a Vico Home to be proud of.
- We'll invest in the quality and safety of the homes we already have.
- We'll make our homes greener and smarter.
- We'll grow our communities in the places we have homes now.
- We'll look at the bigger picture, and how areas and communities can be regenerated.



This document is also available in other formats on request.



Vico Homes, Merefield House,
Whistler Drive, Castleford, WF10 5HX



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



0345 8 507 507 - Text Relay calls welcome.
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contact@vicohomes.co.uk



Vico Homes Limited
A charitable Community Benefit Society registered under the Co-operative and Community Benefit Societies Act 2014. Register Number: 7530
Registered Office:
Merefield House
Whistler Drive
Castleford
WF10 5HX

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They reflect Vico Homes current view and no assurance can be given that they will prove to be correct.