

# MANAGING CHANGE AND UNCERTAINTY



Mark Pearson  
Chief Executive - LYHA

11<sup>th</sup> December 2019

# OBJECTIVES

- Who am I?
- Who Are LYHA?
- Key Challenges
- What Would You Do?
- Our Response
- Impact
- What Next?

# WHO AM I?

- Mark Pearson – CEO at LYHA
- 22 years
- Housing Administrator Equity Housing
- PG Dip in Housing Policy and Practice - 1999
- CIH qualification - 2005

Two new members of staff have joined us in the East Region.

**Mark Pearson** joined the Association in September 1997 as Housing Administrator. Mark is mainly responsible for letting homes when they become empty in the region.



**New  
members  
of staff**

**EQUITY**  
HOUSING GROUP

 **South Liverpool  
Homes**

 **Riverside**

**aspire**  
housing

**creative  
SUPPORT**

**WE  
ARE  
MUIR**  
CHANGING LIVES

 **Leeds & Yorkshire  
Housing Association**





**Leeds & Yorkshire**  
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**Leeds & Yorkshire**  
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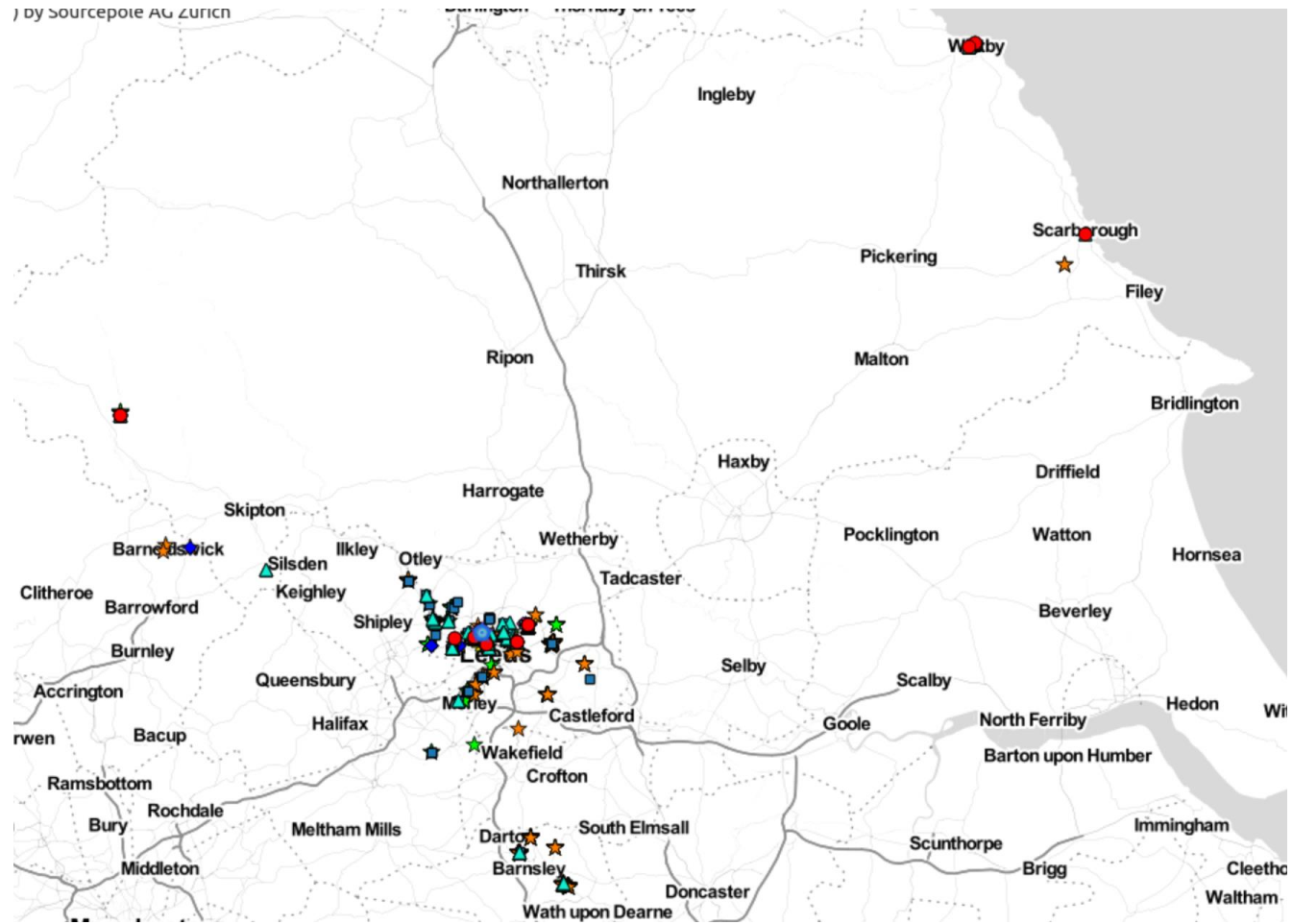
# WHO ARE LYHA?

- Formed in 1979
- 4 merged HAs
- Date back to 1950
- 1<sup>st</sup> BME provider

# WHO ARE LYHA?

- Community based
- 1600 properties
- Inc. 68 Almshouses
- 40 staff
- 8/ 9 Board Members
- £7m turnover





# BUSINESS PLAN

Our vision - *to provide quality affordable homes and services that make a positive impact on people and communities*

Our strategic goals & vision

## Aim 1 – To provide a positive customer experience

1. We will be **easy to contact**
2. We **listen** to customers
3. We **agree** resolutions and courses of action
4. We **deliver** on our promises
5. We **check** how we've done and how we made customers feel

By 2020 we will have achieved:

- Overall Customer Satisfaction of 88%
- Satisfaction with repairs of 85%

## Aim 2 – To make a positive impact locally

1. **Support** local communities to be involved and have a say in their area
2. **Investment** and initiatives that respond or provide solutions for local issues
3. **Partnerships** to complement our strengths to deliver our vision and strategic aims.
4. We will **measure** the impact we have on local areas and neighbourhoods
5. We will understand what makes **communities** and shape our priorities to respond to and encourage diverse communities
6. We will maximise opportunities for **local people** through our procurement and investment activities

By 2020 we will have:

- Delivered improvements to well-being equivalent to £100k of value on the HACT well-being scale.
- Generated significant added-value benefits to LYHA and the wider community.

2020 Ambition

## Priority 1 – To be a strong, viable and efficient BUSINESS

1. Embed **Value for Money**: Operating at best quartile costs per unit (excluding one-off investment)
2. Leverage our housing assets to borrow responsibly for **Investment** in new homes.
3. Embrace a comprehensive approach to **Risk Management** at all levels of the business.
4. Board and Executive Team have the right skills and experience to deliver effective **Governance** and lead the organisation
5. Maintain **Compliance** with all regulatory and other requirements, regaining a G1 grading

By 2020 we will have achieved:

- 100% H&S compliance
- Secured funding for 18 mths development
- G1/V1 Regulatory ratings

## Priority 2 – To be an employer of choice

1. We will have a **Culture** based on shared **Values** which are lived by all colleagues
2. We value **Diversity** and recognise the strength that diverse views bring to LYHA
3. We are a **Learning** organisation which invests in personal and professional development.
4. We **Reward** & recognise colleagues for their contribution.
5. We show **Leadership** in our communities, our professions and our sector.

By 2020 we will have achieved:

- liP Accreditation
- Staff retention of 85%
- Colleague engagement of 85%

## Priority 3 - Growing our business and providing more homes.

1. We will continue to build and acquire **Homes**.
2. **Homes for Rent** – we will maintain at least 90% of our homes for sub-market rent.
3. **Home Ownership**: we will provide shared ownership where this reflects local demand
4. **Merger & Acquisition**: we will consider merger opportunities where it complements and supports us to deliver our vision and increases our capacity and potential.

By 2020 we will have achieved:

- 1640 homes in management, 23% > 2015
- 60 homes built for shared ownership
- 200 homes in Barnsley



Positive Reputation



# KEY CHALLENGES



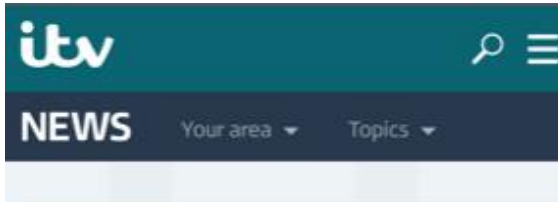
# KEY CHALLENGES

## Starting Point – 2018/19

- March 2018 – compliance issues – self-referred
- Governance downgrade
- Poor levels of customer satisfaction
- High levels of complaints
- Poor levels of tenant engagement – zero trust
- Not delivering on corporate plan
- High staff turnover – 54% in 17/18
- Poor IIP - cultural issues
- Poor repairs service/ contractor performance
- What next?

# KEY CHALLENGES

- Elmetes



ITV REPORT 4 April 2018 at 5:20pm

## 'It's a living nightmare' - Leeds social housing tenants on 'unacceptable' conditions

Tenants who live in a housing association estate in Leeds say their lives are being affected by living in damp conditions - and nothing has been done about it.

Some claim their health is suffering and they've found mould on furniture and belongings.

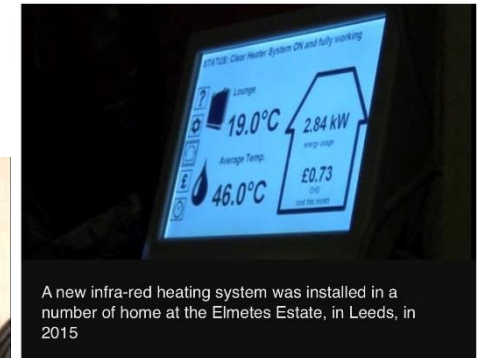
The Housing Association which owns the flats told Calendar it is taking action to deal with repairs and problems with heating.

But the people who live there say they've been coming home to unacceptable conditions for years.



## Heating system blamed for high fuel bills

05 April 2018 | Leeds & West Yorkshire



Residents on an estate in Leeds say they are struggling to pay their electricity bills since a

# MAIN CHALLENGES

- Tenant safety
- Governance downgrade
- Reputation
- No trust from tenants
- Staff morale
- Recruitment and retention
- Financial
- Merger?



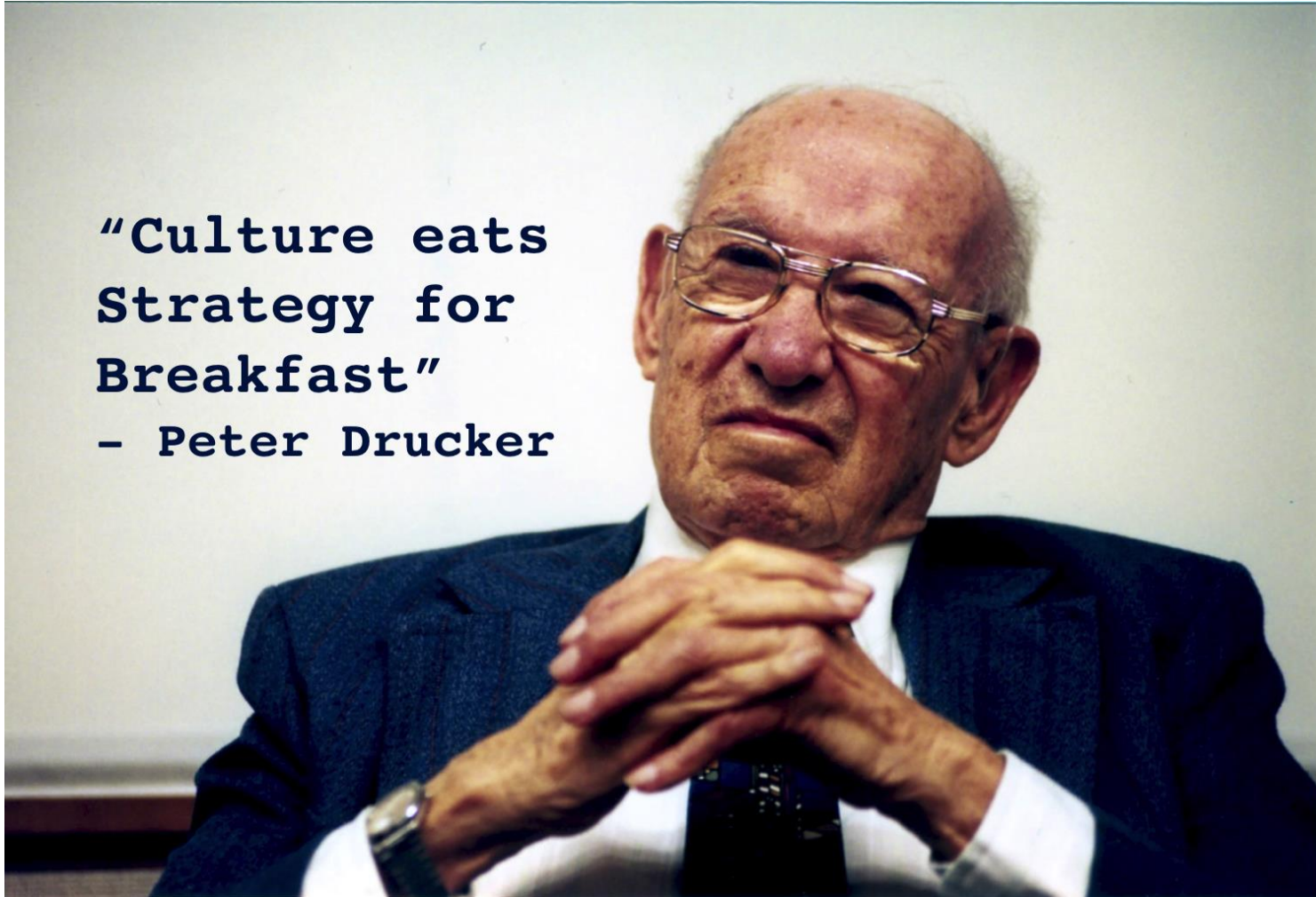
# WHAT IS CULTURE?

**“the ideas, customs and social behaviour of a particular people or society”**





**“Culture eats  
Strategy for  
Breakfast”  
– Peter Drucker**



# OUR RESPONSE



- Colleagues –
  - team briefs
  - 1-2-1s
  - surveys
- Tenants –
  - drop-ins
  - focus groups
  - Governance
  - surveys
- External validation –
  - Auditors
  - liP
  - CSE

# OUR RESPONSE

- Be honest with ourselves
- Establish clear baseline
- Acceptance
- Back to Basics
- Recovery action plan
- Improvement plan
- Prioritise
- Remove obstacles
- Shared purpose

# OUR RESPONSE

- Communication
- Review capacity
- External support
- Training/ upskill
- Celebrate the wins
- Remain positive
- Challenge negativity – no mood hoovers!!
- Lead by example
- BAU – position from strength

# OUR RESPONSE

- Values –
  - Honesty and transparency
  - Accountability
  - Responsibility
  - Pride
  - Passion
  - Commitment
  - Supportive
  - Customer focus
  - Learning from what we get wrong

# HEALTH & WELLBEING



- Colleague conference
- Colleague social events
- Resilience support
- Support each other
- Walking Wednesdays
- Work/ life balance

# IMPACT

- 100% compliance
- Customer satisfaction has improved – 70%
- Repairs – 83%
- Staff turnover – reduced to 8%
- liP – cultural shift as ‘phenomenal’
- Staff survey – 85% engagement
- Successful staff conference and staff event
- Complaints – 96% at stage 1 and 92% within timescale
- Successfully relaunched Customer Experience Committee and Scrutiny Panel
- Rebuilding tenant trust - Elmetes



# IMPACT

- Successfully managed the funders
- Operated within financial covenants – lenders happy
- Improved performance – e.g. CTA
- Community Investment Strategy – 1% turnover
- Appointed new repairs contractor
- Delivered 42 new homes
- Elmetes – £1.5m
- Delivered 72 point governance recovery plan



# Health & Safety Compliance

“When we started working with LYHA in April 2018 it is fair to say that they could not provide assurance on their compliance position ‘across the board’ and they had considerable gaps in compliance provision. When compared to the 50+ organisations where we have carried out compliance health checks, they were in the **bottom 10% in terms of compliance performance at that time.**

Having fully committed to the health check process and the implementation of the compliance roadmap, they have made significant progress, including a full data validation exercise (property assets and inspection records), implementing new policies, process maps, procedures and programmes of catch-up work for all areas. LYHA now finds itself in a position where it is close to full compliance. By implementing the roadmap in full, they have a robust infrastructure in place to achieve and maintain full compliance going forward. **LYHA has moved from the bottom 10% of organisations to the top 10% in terms of compliance performance today – in only 6 months.”**

Lee Woods, Pennington Choices





# WHAT NEXT?

- Long way to go
- Right trajectory
- Not great but will be
- Building on staff and tenant engagement
- Firefighting to planning
- Culture of excellence
- New vision and Corporate Plan



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