



We are Network Homes



**Network
Homes**

Because good homes
make everything possible

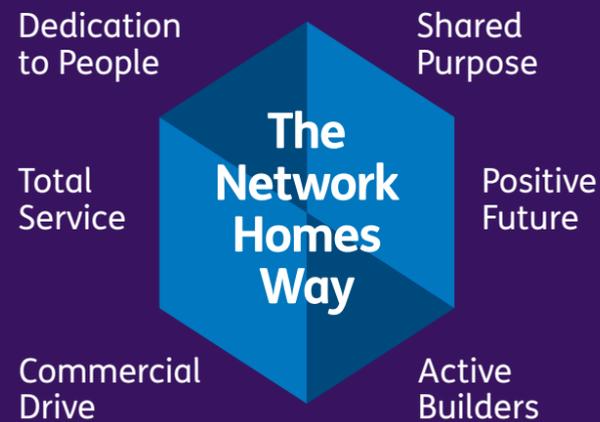
Our Purpose

To open up possibilities for as many people as we can, by continuing to grow a forward-thinking, service-driven and financially strong organisation that builds, sells, rents and manages good homes in thriving communities.

Why we do it



How we do it



What we do



Building momentum

Network Homes is a confident and high achieving housing association.

The amalgamation of our old federal structure at the beginning of 2016/17 and the creation of Network Homes has had a profoundly positive effect. Not only are we making faster decisions, more agile and able to deliver more consistent services, but our customers, stakeholders and our own people perceive us more positively.

Our new brand and sustained cultural programme have brought a new confidence to the way we work. This is reflected in the 15 major national awards we've won recently, including being named National Housing Awards Overall Winner, WhatHouse? Housing Association of the Year and RESI Landlord of the Year (Social).

This new confidence is also reflected in the results of our latest independently run stakeholder perceptions survey. Positive perceptions of Network Homes have increased across every part of our business since 2015, and are now, according to our consultants, well ahead of many other housing associations. Our partners trust us, respect

our development and housing management skills and recognise our strong leadership and vision.

Our customers are also feeling the benefit. Customer satisfaction has jumped more than 10% in the last four years and now stands at 85%, putting our 90% satisfaction ambition well within our sights. We're serious about getting there and we're investing where it matters.

Our determination to do everything we can to tackle the housing crisis in London and the South East is stronger than ever. We continue to out-perform many of our larger housing association peers with our development programme. To start over 1,200 homes in a single year – as we did last year – for an organisation of our size is a considerable achievement.

Network Homes is an ambitious housing association and we want it to be one of the best performing in the country. With our excellent financial strength, rapidly improving customer services and an exceptional development pipeline, we are well on track.



Helen Evans
Chief Executive

Active Builders

We are one of the UK's leading housing association developers. We provide homes for all kinds of people and all stages of life.

Network Homes is a socially responsible landlord, high quality developer and expert in regeneration. We aim to build around 1,000 homes a year, working on the principle that we can and must do everything possible to help solve the housing crisis.

We own and manage 20,000 homes across London, Hertfordshire and the South East. Thanks to our financial strength, we have one of the largest development programmes relative to size of any housing association in England, starting over 1,200 homes in 2016/17.

Award-winning design and quality

We take great pride in the homes we build. Since 2016 we've won over 18 major national awards for the quality of our new homes and services.



Whether it's new homes for first time buyers looking to get on the housing ladder, places for people unable to rent on the open market, or somewhere safe for vulnerable people to live, we operate across the whole housing spectrum, providing homes for people from all walks of life.

However someone's life develops, whatever their income, family situation, age or health we want them to know there's a Network home that may be right for them.

Committed to partnership working

We know we can achieve much more by working with great partners than we can alone. That's why we actively seek new partnerships with top developers and local authorities to meet the needs of communities.

We offer our development partners a professional service with passion, commitment and expertise.

In 2017 Network Homes signed a strategic development partnership with the Mayor of London. We will start at least 1,752 affordable homes in London by 2021, including homes for shared ownership, London Living Rent and social rent. It's great recognition that the Mayor trusts us as a developer that consistently delivers on affordable homes targets year after year.

We are also one of just seven organisations with 'Trusted Partner' status from the Homes and Communities Agency.



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Building a better private rented sector

Home ownership is unaffordable for more and more people so we want to become a leading player in building a private rented sector that works. That means secure but flexible tenures and no hidden fees.

SmartRent is our new build to rent product. It will deliver homes designed for busy urban professionals in secure well connected developments.

Network Homes was the first housing association to get London Housing Bank funding from the GLA for a build to rent scheme. Our 'Big Blue' development in Sudbury Hill will provide 270 new homes on the site of IBM's old headquarters and is our first SmartRent development.

Meanwhile, our exclusive multi-site agreement with leading developer Stanhope will enable us to create around 1,000-1,500 high quality build to rent homes over the next few years.

Regeneration experts

We are currently leading on three large scale estate regeneration projects in London and Hertfordshire. Together with our recently completed project in South Kilburn in Brent, these provide over 2,000 new and refurbished homes:

- > Stockwell Park – an award winning, 10 year £175 million estate regeneration programme covering nearly 1,500 homes in Lambeth
- > Rectory Park – transforming this Ealing estate to create 425 mixed tenure new homes
- > The Ridgeway – redeveloping this Hertford estate to create 120 new mixed tenure homes.

We're always looking for new ways of opening up possibilities for people using our regeneration skills. In 2016 we purchased land to transform the area around Merrick Road in Southall. The project will provide around 500 homes in the heart of the Southall Housing Zone, close to the new Crossrail station.

We're in a strong position to support local authority partners in re-evaluating their stock investment approach. We have the appetite, financial capacity and skills to deliver large scale, complex and creative housing solutions over many years.

Total Service

We want to set whole new standards for customer service in our sector – to defy the ordinary and exceed expectations.

Our vision is to provide a first class service every step of the way. We're aiming to achieve at least 90% satisfaction with our overall services by 2021.

It's a big ambition but we take it very seriously. In 2016/17 customer satisfaction rose to 85% – an improvement of over 5% on the previous year and above our peer group.

We're determined to keep improving and our new Customer Service Strategy will play a big role. Its five key principles will drive our approach:

- > The right culture
- > An accessible service
- > A more personal service
- > A high quality service
- > An added value service.

We know customer satisfaction depends on us having a talented and ambitious workforce with a shared vision to be a leading housing provider.

Investing where it matters

We're investing over £7 million to transform our IT infrastructure. This will allow us to provide a more intelligent and bespoke service across multiple channels.

Over 1,300 customers have signed up to our new online portal allowing them to make rent payments, update personal info and monitor the progress of repairs. We're planning further improvements to make the service even better, so in a fast paced world at least 50% of our customers can service their needs online by 2020. We're also upgrading our telephony platform to enhance our customers' experience when they call us.

Award winning service

The investment we're making in our customer contact centre was recognised at the Contact Centre Forum Awards 2017 where we won Contact Centre Director of the Year, and scooped awards for Employee Engagement Strategy of the Year and Improvement Strategy of the Year.

Our customer contact centre receives over 21,000 enquiries a month and in 2016/17 it had a customer satisfaction rate of 89%.

Listening to our customers' views

We encourage customers to get involved at every level of the organisation and we've set up Local Panels to make sure their views are heard.

Three local panels represent our customers in London and Hertfordshire. Together they make decisions on local issues and priorities, monitor service delivery and hold us to account. We listen to their feedback and use it to improve services.

Representatives from each Local Panel sit on a broader Network Homes Residents Panel which meets regularly with Network Homes Board members and executive directors. It's their job to monitor our performance against our customer service standards and oversee delivery of service improvement plans.

Bringing our customers together

Our first Residents Day in 2016 attracted over 530 residents from across London and Hertfordshire. It was an opportunity for us to hear about issues important to them and tell them about what we're doing to improve services. Over 70 people from Network Homes were on hand to provide information on a range of things from repairs, welfare reform and right to buy, to shared ownership and employment opportunities.

The right culture

Network Homes employs around 550 people. We know customer satisfaction depends on us having a talented and ambitious workforce with a shared vision to be a leading housing provider.

All our people take part in a customer service excellence programme run by the world renowned Mary Gober International company. It focuses on equipping staff with the capability to take ownership of issues, be resilient and communicate positively to deliver a great service. With this investment we are paving the way to achieve our ambition of 90% customer satisfaction.



Shared Purpose

Our social purpose underpins everything we do. It's our reason for existing and the gauge by which we judge ourselves, our activities and our success.

Network Homes is a social business at heart. Our profits are reinvested to meet our social objective of providing good homes and services for those who need them the most.

Building homes is what we do and we take great pride in doing it well. But that's not the whole story. At Network Homes we believe in giving back. We do this by investing in our communities, by contributing to sustainable initiatives and by adding value to everything we do to help local people meet their aspirations and fulfil their potential.

Opening up possibilities

We see employment and training as key to developing people's potential and creating sustainable communities. Our WorkSmart programme provides residents with a variety of opportunities to support them to achieve their goals.

In 2016/17 122 residents took part in the programme and we delivered over 310 hours of information and guidance. As a result 72 got help developing their CV, 34 went into employment, 10 got apprenticeships and nine got work experience placements.

Improving living standards

Many of our residents are on low and restricted incomes and struggle to make ends meet. Whether they are parents working in low paid jobs, young people struggling

to find work or older people dependent on their pension, our Welfare Advice team are there to offer income advice, support and access to benefits.

In 2016/17 we secured £1.2million in unclaimed benefits for our residents and supported 755 people across London and Hertfordshire by raising grants from local authorities, sourcing furniture and providing food bank vouchers.

Supporting homeless people

In recent years we've established a number of initiatives to support homeless people find a safe and secure place to live.

In 2016 we launched Project Vista, working in partnership with New Horizon Youth Centre. We provide homes for 16-21 year olds who are studying or seeking employment and have been made homeless or are at risk of becoming so; New Horizon Youth Centre provide ongoing support including career development, training and emotional support. The aim of the partnership is to empower the young people to live independently before they move on.

Project Vista is making a real difference to young people's lives. So far 36 young people have benefited, having been successfully referred into accommodation, completed an independent living skills programme, gained employability skills and secured and are maintaining employment. As a result 34 maintained their tenancies and 14 moved on to other private rented accommodation. The programme has been such a

success we expanded it in 2017, providing an additional two shared flats. We are now able to accommodate 20 young people at any one time.

The value Project Vista adds to young homeless people's lives was recognised at the London Homelessness Awards 2017 where it won first prize. The £30,000 prize went directly to NHYC to support their front line work with young homeless people.

We believe in giving something back to the communities we work in.

Giving something back

We believe in giving something back to the communities we work in. Everyone who works at Network Homes gets two volunteering days a year to spend helping support social or charitable causes. To encourage everyone to make the most of it, we launched a three month 'Giving Something Back' campaign. Groups of staff got together to help a variety of causes which included helping out at foodbanks, donating business clothes to people unable to afford them for job interviews, teaching older people digital skills, skydiving to raise money and local gardening activities.

A team of twenty Network Homes cyclists also rode from London to Paris, raising over £65,000 for our chosen charity St Mungo's – the highest amount raised for St Mungo's during any challenge event since it was formed in 1969.



Commercial Drive To deliver our social purpose successfully, we need to take a commercial approach. But we will always be true to our social enterprise values.

Network Homes is financially one of the strongest housing associations in the country. A strong balance sheet is crucial to our future growth. For 2016/17 we delivered a net surplus of £52 million and our turnover was £223 million. This is the second largest surplus in our history. We also increased our reserves by £60 million to over £327 million.

Increasing and maintaining financial strength is one of our four strategic objectives. It allows us to invest more in our homes and in driving up the quality of our customer service. It also provides resilience during times of economic or political uncertainty.

Getting the best value for money

There are sound business reasons for delivering excellent value for money. Greater efficiency supports our ability to build more homes and drive up customer satisfaction.

Our new value for money strategy strengthens the link between our strategic objectives, annual planning framework, performance measurement and providing excellent value for money.

We are already seeing improved consistency, better understanding of our costs and improved efficiency.

Over 2016/17 we made value for money savings of over £2.5 million. Highlights include:

- > Over £374,000 saved through better procurement of insurance and utility contracts
- > £100,000 saved on consultancy fees
- > £100,000 a year saving through the procurement of a new cleaning and grounds maintenance contract
- > 100% compliance on fire risk assessments.

Investing in good homes

We have an ambitious growth strategy and are in a strong position to deliver it. In 2016/17 we invested over £150 million in new development activity and existing homes. This included a substantial purchase of land for development of over 500 homes in the heart of the Southall Housing Zone as well as investment in our first Build to Rent scheme of 270 homes. We now have a development pipeline of 2,800 homes.

Strategic asset management

We take a strategic approach to asset management. With such a diverse range of homes, we work hard to make sure they are in top condition, continually investing in our properties through robust maintenance regimes to ensure they meet the expectations of our customers.

We already have a concentrated geography and good quality homes. But we are seeking ways to leverage our assets more effectively to support continued growth.

Unlocking new resources

In 2017 we secured our first institutional investment through a £50m loan facility with Mitsubishi UFJ Financial Group and BAE Systems Pension Funds Investment Management. The agreement blends long and short term funding and will help support our development plans. Innovative solutions like this mean we can invest in land, take measured risks to secure sites, and enter into complex, long-term and large-scale projects like major regeneration schemes and joint ventures.

Commercially creative with a social purpose

Our commercial drive is about delivering more homes to meet housing need and creating the capacity to meet our social objectives. Network Homes always has been and always will be a housing association. We believe good homes make everything possible and social purpose will remain at the heart of our business.



We have an ambitious growth strategy and are in a strong position to deliver it.



Dedication to People

Our commitment to excellence starts at home. We invest in our people and every part of the business because that's how we build a great team.

We know a great team is essential to a great service. That's why we're making Network Homes one of the best places to work. We have an excellent employee offer and a clear vision that will help us to attract and retain the best in our business.

The right people and a positive culture

We're two thirds of the way through our three year people and culture agenda, investing in our people and building a culture that focuses on true commitment to our customers, with motivated teams who want to go the extra mile. We've also invested in the quality of our Board and Committee membership.

Guiding values

We're guided by strong principles which all of our people can get behind. These are embodied in our HART values.

HART is about creating a positive work environment which allows our people to deliver the very best service to our customers.



HART
Hungry Accountable
Respectful Together

Nurturing the next generation of leaders

Great managers make great organisations. We want all our managers to be bold, inspirational, energised, passionate and engaging. The Network Homes ROCKSTAR programme helps managers reach their full potential by developing the skills, self awareness and confidence they need to be the best they can be.

We believe in nurturing talented people. In 2017 we launched a new ViP talent programme – HARTbeat. It's designed to equip aspiring individuals with new skills and knowledge and provide a clear pathway to progress their career with Network Homes.

The investment we're making in our people and culture is already starting to show great results. Staff absence and turnover are now both below our peer group average, and we've seen improvements across all categories in our last staff survey. Our focus is to continue developing and strengthening our culture and become a Sunday Times 100 Best Company to Work For.



We're building a culture that focuses on true commitment to our customers, with motivated teams who want to go the extra mile.

Positive Future

We will remain smart, nimble and focused. We will innovate and create. We will not stand still.

Network Homes is an ambitious housing association. We have a clear strategic direction to help us accomplish our goals. We want to put Network Homes at the leading edge of our sector.

Strategy for success

Our Five Year Strategy 2016-2021 sets out how we will go about delivering our purpose of opening up possibilities for as many people as we can. It includes four strategic objectives, each with a specific ambition:

- > **Maximising growth within our resources**
Ambition – around 1,000 homes a year
- > **Delivering first class customer service**
Ambition – 90% overall customer satisfaction
- > **Increasing financial strength**
Ambition – £450 million extra borrowing capacity
- > **Building a great organisation**
Ambition – A Sunday Times 100 Best Company to Work For

We're making great strides in achieving these objectives.



A stronger brand

Our latest perceptions survey with key business stakeholders showed improved results for every part of our business compared to 2015.

We are viewed more favourably overall and are seen as more effective and with better leadership. The biggest gains were in agreement to the statements that 'Network has clear governance structures', 'Network is a trustworthy partner' and 'Network has strong leadership and vision', a clear indication that some of the benefits of our amalgamation in 2016 are being recognised.

82% of respondents said they would recommend Network Homes as a development partner and 73% would now recommend us as a housing manager/service provider. It was also great to see how well our new brand has been received: 61% of stakeholders feel our profile has increased, helped by the 14 major awards we won in 2016. In 2017 we were also named Landlord of the Year (Social) at the prestigious RESI awards.



Increasingly, we will play our part in the national debate on housing policy and look to grow our external influence, as part of our wider contribution to improving conditions for people in housing need.

Resilient in an unpredictable world

Our operating environment changes fast. Recently we've seen the vote to leave the European Union and the start of Brexit negotiations, an unexpected general election result, the housing White Paper and of course the deeply tragic Grenfell Tower fire.

Our financial strength, clear strategic direction and innovation will give us resilience in these uncertain times while ensuring we're able to do all we can to meet the housing crisis in London and the Homes Counties over the coming years.

We are a multi award winning housing association



Key facts about Network Homes

Formed in 1974 as Brent People's Housing Association, with a strong track record over 42 years

Over 20,000 homes in management, in 36 local authority areas, mainly in London & the South East

A member of the g15 group of London's largest housing associations

One of just seven HAs in the country with 'trusted partner' status for development from the HCA

Concentrated portfolio, with 90% of homes in 12 local authority areas

Financially one of the strongest housing associations within our areas of operation

Creating the capacity to build around 1,000 new homes a year

Top governance rating from the Social Housing Regulator

Customer satisfaction of 85% (up 5% since 2016), with further improvements planned

Experts in large-scale, complex regeneration

Experts in shared ownership development and marketing

Over £1 million invested each year in economic and social development of local communities

Active Builders
Total Service
Shared Purpose
Commercial Drive
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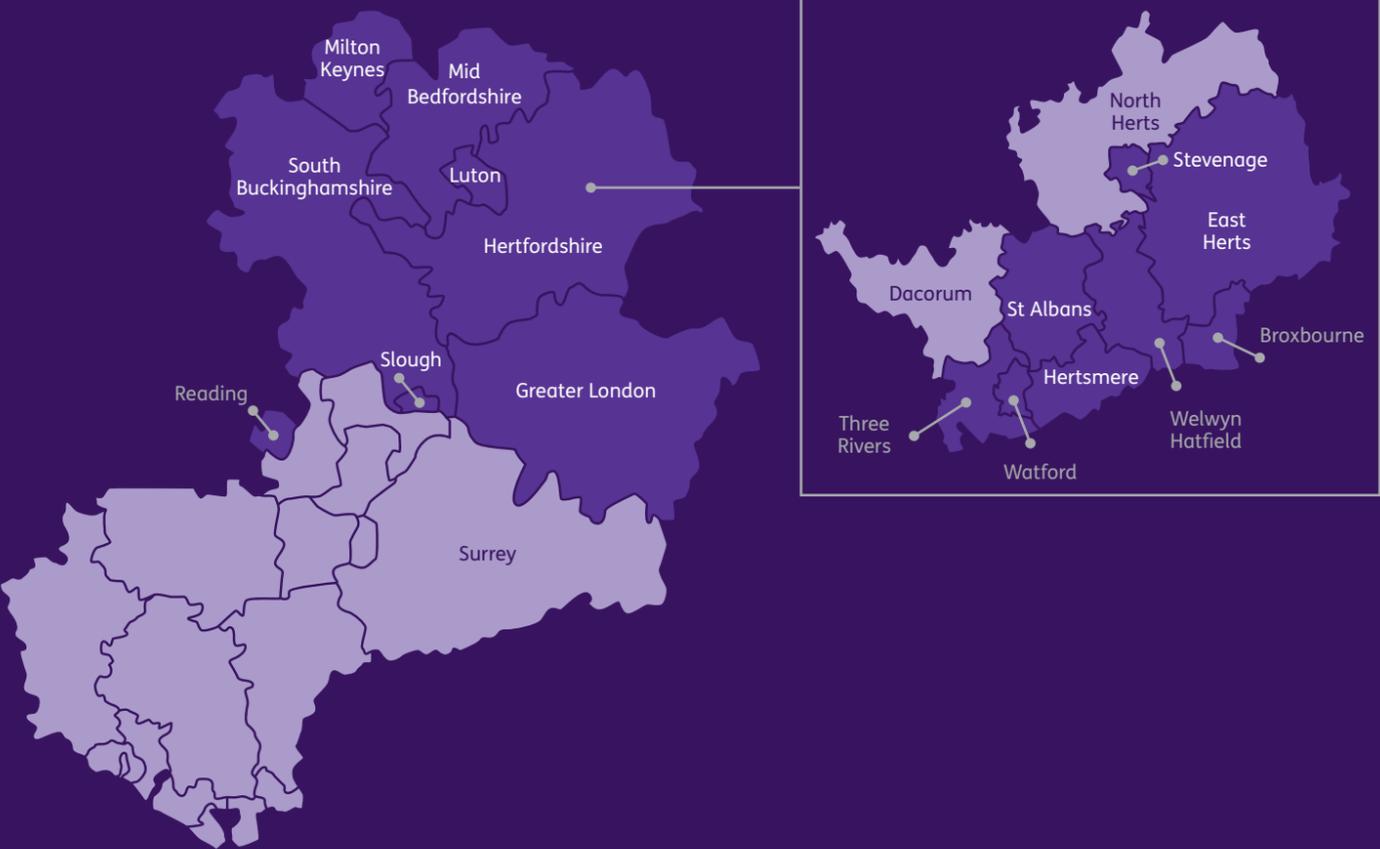
Where we work

London



- Network Homes
- 1 City of London
- 2 City of Westminster
- 3 Kensington & Chelsea
- 4 Hammersmith & Fulham

Outside London



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November 2017