

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

Dedication to People

Total Service

Commercial Drive



Shared Purpose

Positive Future

Active Builders

What we do



Playing our part in the future of housing

Network Homes is working to help solve the housing crisis in London and the South East.

It's been over two years since we became Network Homes. That first step on our journey was just the beginning of our transformation into an agile business, with a consistently first class customer service offer.

We've revised our Five Year Strategy to take account of major changes in the operating environment for housing associations such as the Brexit vote, a positive attitude shift towards housing policy and the impact of the Grenfell Tower tragedy. All will bring both opportunities and challenges, especially with growing pressure from Universal Credit affecting our residents and rental income.

With more government investment coming through for social and affordable homes, we're looking at ways we can increase our development programmes and deliver more of the affordable homes that are desperately needed in London and the South East.

In our revised Strategy, our objectives remain the same but we've got new targets, signalling a change of approach. We're committed to building 5,000 homes over the next five years, improving our operating margin and reaching 90% customer satisfaction. Customer satisfaction has jumped more than 14% in the last five years and now stands at 87% – within touching distance of our 90% ambition. We're serious about getting there and we're investing where it matters. We're developing new digital services and systems to help resolve customers' queries quicker, through the platform they prefer. We're working to improve our accountability and transparency to our residents – key recommendations from the Social Housing Green Paper.

We take our social purpose seriously and our development programme continues to impress. We've completed our first Build to Rent and London Living Rent schemes, giving people even more affordable housing options. We've also been named a GLA Strategic Partner, finished our first offsite construction scheme, as well as finalised a joint venture with Stanhope to bring 500 new homes to Southall.

Network Homes is now an established key player in the housing industry – we're taking a leading role in the debate around the future of housing associations. Our Future Shape of the Sector Commission report 'Building Homes, Building Trust' details what housing associations must do to adapt to the changing environment. We want to ensure the sector grows and changes in the best interests of customers, stakeholders and society at large.

The report states how housing associations will need to be more agile and collaborative in order to adapt to the changing environment. Network Homes is an ambitious housing association and we're taking important steps to make us fit for that future.



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 5,000 homes by 2023, working on the principle that we can and must do everything possible to help solve the housing crisis.

We own and manage over 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 770 homes in 2017/18 and acquiring land for over 680 more.

We've set clear annual targets for building genuinely affordable rented homes and homes for affordable tenures. In 2017/18, 38% of the homes we built were 'genuinely affordable' rented homes. And of our 3,200 homes development pipeline, 80% are for affordable tenures.

Award-winning design and quality

We take great pride in the homes we build. Whether it's homes that are at genuinely affordable rent, for people unable to rent on the open market, for first time buyers looking to get on the housing ladder, 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.

Under our strategic development partnership with the Mayor of London, we will deliver 1,752 homes in London by 2021 with at least 60% for affordable housing, 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. And we've also committed to 'First Dibs' with the Mayor of London, showing our commitment to giving Londoners access to good quality homes first.

Plus, as part of the Prospect House Consortium with Stanhope and Laing O'Rourke, we're part of the GLA's London Development Panel 2, to support faster housebuilding on public land by approved providers in the capital.

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.



We've got a
development target of
5,000 new homes over
five years

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 provides 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.

We've also delivered the first London Living Rent scheme in Harrow, helping working Londoners to Rent>Save>Buy their first home. Residents will be supported to save for a deposit and given the option to buy their home on a shared ownership basis.

Regeneration experts

We are currently leading on several large scale estate regeneration projects in London and Hertfordshire:

- > **Stockwell Park, Lambeth** – in its final phase, our award winning, 10 year £175 million estate regeneration programme. By the end of the regeneration, Network Homes will have delivered nearly 1,500 new or refurbished homes
- > **Rectory Park, Northolt** – transforming this Ealing estate to create 425 mixed tenure new homes with work on the final phase of homes underway

- > **The Ridgeway, Hertford** – 120 new mixed tenure homes in a great location near Hertford town centre
- > **Merrick Road, Southall** – regenerating an old industrial site in the Southall Housing Zone, providing over 500 homes close to the new Crossrail station, with plenty of commercial space too.

We're always looking for new ways of opening up possibilities for people using our regeneration skills.

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.

Modern methods of construction

We've completed our first factory built homes at the Printworks Apartments in Neasden, which was completed in 40% less time than if using traditional construction methods. This method also meant 80% fewer deliveries to the site, causing less disruption for local people and a smaller impact on the environment.

We are actively exploring other opportunities to use modern methods of construction and are preparing a strategy to set out how we can adapt our ways of working to suit this method.

Total Service

We want to set whole new standards for customer service in our sector.

Our vision is to provide a first class service every step of the way, to get the basics done brilliantly and right first time to make our customers' lives easier. We're aiming to achieve at least 90% satisfaction with our overall services by 2023.

In 2017/18 customer satisfaction rose to 87%, improving on last year's results and ahead of our peer group.

We're proud of this progress and we're determined to keep improving. Our Customer Service Strategy plays a big role. Its five key principles drive our approach:

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

Investing where it matters

We're investing over £7 million to transform our IT infrastructure to provide a more intelligent and bespoke service across multiple channels that suit our customers' needs. We've brought in new technology to help our customer service advisors to give a quicker service, and our new interactive voice response will help to meet our customers' expectations. And we're not stopping there – we're developing webchat to help customers get answers quickly, without having to phone in. We're also introducing new innovative technology to empower our staff to deliver a more responsive and 'real time' service on the go.

Over 3,000 customers have signed up to our 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, offering customers more features, so in a fast paced world at least 50% of our customers can service their needs online by 2020.

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.

We're working to achieve our customer service target of 90% customer satisfaction

Our local panels are based in London and Hertford; 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 both panels will attend Network Homes' Customer Services Committee to ensure resident feedback is taken to the highest level. It's the Committee's job to monitor our performance against our customer service standards and oversee the delivery of our service improvement plans.

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. Our managers have been given additional training so they have the tools to support their staff and lead from the front. With this investment we are paving the way to achieve our ambition of 90% customer satisfaction.



Active Builders

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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 in meeting 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 2017/18, we registered 98 residents onto our programme, delivering 851 hours of information and guidance. Through Worksmart, 99 residents got help developing their CV through CV workshops and one-to-one appointments and 49 went into employment. We also supported two of our residents into apprenticeships and 28 people into work experience or accredited training.

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 2017/8 we secured £1.4 million in unclaimed benefits for our residents and we secured over £12,000 of grants, furniture and 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.

We work in partnership with New Horizon Youth Centre to deliver Project Vista, providing 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 41 young people have benefited, having been successfully referred into accommodation, completed an independent living skills programme and gained employability skills.

The project was awarded first place at the London Homelessness Awards 2017, receiving a £30,000 prize which we donated to New Horizon Youth Centre.

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.

Following the success of 2017's Giving Something Back project, we pledged to Give Something More in 2018, with staff from across Network Homes coming together to raise over £17,000 for a variety of causes and giving hands-on help to local charities. Our staff chose to support Bowel Cancer UK, The Alzheimer's Society, Young Minds, Shooting Star Chase, and many more.

Forty members of staff hiked the Yorkshire Three Peaks Challenge, raising over £21,000 for St Mungo's, our Charity of the Year. Over the last two years, staff have raised nearly £90,000 for St Mungo's.

**Nearly
£90,000
raised for
St Mungo's
over the last
two years**



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 2017/18 we delivered a net surplus of £44 million and our turnover was £234 million. We also increased our reserves by £44 million to over £372 million.

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

Getting the best value for money

In April 2018 we launched a new Value for Money Strategy, placing a stronger onus on using our resources and assets efficiently. Our Value for Money Strategy strengthens the link between our strategic objectives, annual planning framework, performance measurement and providing excellent value for money.

We know that achieving greater efficiency supports our ability to build more homes and drive up customer satisfaction.

We're seeing improved consistency, better understanding of our costs and improved efficiency. We're also looking at some of our key strategies such as Growth, Customer Services, IT and Strategic Asset Management – this will ensure a stronger link between our growth and portfolio management, while also taking into account changes in our operating practice.

During 2017/18 we made value for money savings of nearly £3 million. Highlights include:

- > £75,000 saved on a new income collection system
- > £231,104 saved from tendering our insurance premiums
- > £95,000 saved on a new gas contract.

Investing in good homes

We have an ambitious growth strategy and are in a strong position to deliver it. We've invested £73 million in new development activity in 2017/18, as well as £15 million in maintaining and improving our existing homes. We now have a development pipeline of 3,200 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

We've entered into a strategic partnership with the Greater London Authority under the Affordable Homes Programme 2016-2021, to help bring forward affordable housing delivery. Homes built under the programme will be genuinely affordable, with a focus on social rent levels, London Living Rent and Shared Ownership.

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.

Working in partnership

We've been working with other organisations to get the best for our customers, investing in our services. Our work with Intratone on our fob entry systems has given residents better security at their homes and quicker resolution when new fobs are needed.

We've also worked with Dimplex to deliver energy efficient heating systems in our sheltered housing schemes to reduce the risk of fuel poverty among our residents.

**We have
3,200 homes
in our
development
pipeline**



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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 passionate about our people and that's why we're investing in building a positive 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 and each other.

Hungry

We are ambitious to succeed

Accountable

We take ownership and responsibility to get things done



Respectful

We treat everyone with respect and understanding

Together

We are proud to be part of the Network Homes team

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. We support staff in gaining leadership and management skills through our HARTbeat VIP talent programme. It's designed to equip aspiring individuals with new skills and knowledge and provide a clear pathway to progress their career with Network Homes.

We're going the extra mile to make sure we support equality and diversity in the workplace. Our HARTbeat programme has a dedicated Aspire programme for women to build their confidence, skills and abilities and support them to compete for higher level posts in the business.

Celebrating diversity

At Network Homes, at least 41% of our residents come from a BAME background. We want to make sure that our staff reflects our residents – 44% of our staff at Network Homes are from BAME backgrounds.

We've signed up to Leadership 2025, a senior leadership development programme which aims to support BAME talent and create a housing sector with more BAME leaders. We've also adopted the Rooney Rule, where we will interview at least one qualified BAME candidate for every post.

And we've been supporting staff to celebrate the diversity of their colleagues through events for International Women's Day, Pride and Black History Month.

Our staff are supported in becoming mentors and mentees in the Housing Diversity Network, sharing their experience and learning with other housing professionals in the sector.

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 average. Our focus is to continue developing and strengthening our culture and become a Sunday Times 100 Best Company to Work For.

We're aiming to become a Sunday Times 100 Best Company to Work for



A 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

We've revised our Five Year Strategy to reflect the extensive recent changes in the operating environment for housing associations. Since our last strategy, the UK has seen the Brexit vote, a change of government and a positive change in attitudes towards housing. Alongside this, we have also seen the terrible fire at Grenfell Tower, which will have an ongoing impact on the sector.

Our new Five Year Strategy for 2018-2023 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 – 5,000 homes in the next five years
- > **Delivering first class customer service**
Ambition – 90% overall customer satisfaction
- > **Increasing financial strength**
Ambition – 35% operating margin on core social housing business
- > **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

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.

The future shape of the sector

Together with L&Q and Clarion Housing Group, we launched the Future Shape of the Sector Commission to examine how housing associations should evolve to manage the complex social and economic challenges the country will face in the 2020s. The aim is to ensure the sector grows and changes in the best interest of customers, stakeholders and society at large.

Chaired by former Cabinet Secretary, Lord Andrew Turnbull, the commission's key findings include:

- > Housing associations will need to double their development outputs to 80,000-100,000 new homes a year in the 2020s to help meet the government's 300,000 homes a year target.
- > HAs should 'remake the contract' with their residents for a digital, post-Grenfell age. This will mean reviewing the landlord service offer from beginning to end.
- > Associations should focus on areas where their long-term investor role and 'patient capital' can make the biggest difference, whether to affordability, particular client groups, or the economic prospect of communities.

Ultimately, the new political consensus about the scale of the housing crisis and the importance of social rented and affordable housing presents a crucial moment of opportunity for the sector which housing associations must recognise and seize. At Network Homes, we're working on proposals to respond to the findings of the commission.

Resilient in an unpredictable world

Our operating environment changes fast. We're responding to the opportunities and challenges ahead and taking the right steps to get us there.

Our financial strength, clear strategic direction and innovation will give us resilience 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 and
Hertfordshire

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

**A Strategic
Development
Partner** of the GLA

**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 **5,000 new
homes** in the next
5 years

**Top governance
rating** from the
Regulator of Social
Housing

**Customer
satisfaction of 87%**
with further
improvements
planned

Specialists 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

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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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