

Strategy

2025-2030



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Executive summary

Beyond Housing is one of the largest registered social housing providers in the North East. Established in 2018, we have over 15,000 homes and provide services to more than 30,000 customers across the Tees Valley and North Yorkshire.

Operating primarily in coastal towns and villages, our aim is to provide opportunities for customers to live and thrive in homes and communities they are proud of.

We are an ambitious organisation, focused on innovating and improving the services we provide to meet the needs of the communities we operate in. We plan to use our scale, financial strength and reputation to make a difference to people, their families and communities and be a top performing registered housing provider.

Our core purpose is to help and empower customers to succeed and thrive through the delivery of four strategic goals:

Homes: Provide affordable homes where people feel safe and secure

Services: Provide reliable quality services

Places: Create places where people are proud to live and are part of a community

People: Be an inclusive and inspiring place to work.

We play an integral role in the wider regional strategic housing agenda/plan, and this strategy has been co-created with customers, colleagues, local and combined authorities, and key partners. Over the last five years, we have strengthened our corporate governance, financial, and health and safety foundations which will support and enable Beyond Housing and its team of colleagues to deliver this 2025–2030 strategy.

Introduction

Beyond Housing provides services to over 30,000 customers living in the industrial heartlands of Teesside and the heritage coastline of North Yorkshire. Covering a geographical footprint of over 400 square miles, we are one of the largest housing providers in the North East and North Yorkshire. Our core purpose is to help customers and communities to succeed and thrive.

Customers provide the motivation and inspiration for us to provide quality homes and places to live, along with support services that customers need most.

One of our core strengths is being there when people need us. Beyond Housing colleagues care about the work they do and are passionate about having a positive impact on both the lives of customers, and the communities in which they work.

We have offices in Scarborough, Tees Valley and Whitby, as it's important we're present and accessible to customers in the areas we serve. Being a local provider, it's essential that we build and sustain great relationships with customers and community stakeholders.

With an annual turnover of circa £100 million, and over 800 colleagues, we are firmly committed to investing in homes, customers, communities and neighbourhoods. Beyond Housing is proud to contribute to the economic growth of the Tees Valley and North Yorkshire regions.

Beyond Housing's vision and mission provide the direction and purpose for the commitments made in this 2025-2030 strategy. The strategy outlines how we will achieve our ambitions over the next five years; the four goals help us to bring our purpose to life and our objectives enable us to deliver our promise to customers. Our values represent how we deliver our services and are a core part of who we are.



Our purpose

To help customers and communities **succeed and thrive**.

Our mission

To provide services our customer value, homes they want and **places they are proud of, all delivered by people who care**.

Our values



Considerate

Respecting, trusting and caring about **each other and the customers** we serve.



Collaborative

Working smarter **together** with our partners to deliver quality homes, services and living spaces.



Ambitious

For ourselves, for our customers and communities. **We aim higher to achieve more**.



Accountable

For the decisions we make and the services we provide. **We own it - everytime**.

Our customer promise



Provide you with a safe home that meets your needs



Care about you and treat you as an individual



Provide a reliable repairs service to you



Keep you informed about what matters most



Help you grow your community



Tell you where we spend your money

Collaboration

We have worked with customers, colleagues and regional partners to understand their needs and aspirations for Beyond Housing. We listened to what they said and have prioritised plans for the next five years to focus on:

- ✔ Providing more opportunities for customers and key partners to be involved in shaping Beyond Housing and scrutinising how we do things, to improve the services they receive
- ✔ Investing in maintenance services and existing homes to ensure customers are safe and secure. Homes will meet the decent homes standard, remain compliant with health and safety standards, and become more energy efficient
- ✔ Increasing the number of Beyond Housing homes to around 16,000, so we can further support current and future customer needs
- ✔ Building on the key partnerships developed over the past five years to further empower customers and contribute to regional growth
- ✔ Improving, adapting and growing tenancy support and independent living services to reduce homelessness and help customers remain in their homes for longer
- ✔ Investing in technology and colleagues, alongside supporting more customers to access learning, training and work opportunities
- ✔ Ensuring that we are a well-governed business that delivers value for money.



Planning for 2025-2030 strategy context

In addition to considering the needs of our customers, colleagues, and regional partners, we have also considered the environment in which we operate.

We recognise that we function in a sometimes volatile environment where global activity and changes in government and regional policies may affect our ability to achieve our objectives and plans, necessitating flexibility.

Adopting this approach ensures a realistic and comprehensive strategy development process. We can only create viable plans by considering the UK and global economy, government strategies (both national and regional), and ongoing regulatory and legislative changes.

Given the volatility we face, we will continue to review our strategy annually to ensure it remains current and relevant to both internal and external factors. This also gives us the opportunity to keep customers engaged as the strategy is delivered.

The next five years in the UK

The new Labour government came to power in 2024 and has promised more stability and funding for social housing. Its long-term plan focuses on reducing homelessness, protecting supported housing, building 1.5 million new affordable homes, and improving existing ones through upgrades and regeneration.

This includes a £39 billion social and affordable Homes Programme over 10 years. At least 60% of the homes built (around 180,000) will be for social rent. The programme will keep flexible rules for regeneration projects, as long as they add more homes overall. It will also continue the current Continuous Market Engagement (CME) and Strategic Partnership model, with the option for 10-year partnerships. To help housing associations plan ahead, the government is offering rent certainty: an initial agreement of CPI+1% for five years, with a possible 10-year deal being explored by 2027.

The government believes that providing and building quality affordable homes, with the right mix of tenures and purchase options in the right places, is vital to long-term economic growth.

However, the increasing economic pressures, including funding required for defence budgets, are expected to continue to impact funding allocations, with the social housing sector and its customers likely to be affected. The increased pressure on housing association services and budgets will require a flexible approach moving forward and the strategy needs to be viewed in that context.

It is increasingly important to support customers to become economically independent through access to employment opportunities.

The next five years in the region

Beyond Housing is passionate about contributing and supporting regional growth within the areas we operate. We are committed to further developing our relationships with external partners to help customers and communities in the region.

The UK government has a plan to invest £3.6 billion through the 'Towns Fund' to support regeneration in over 100 towns. This initiative is part of the levelling up agenda, which aims to support the development and delivery of regeneration projects.

The newly formed combined authorities will benefit from, and support, regional growth through accessing government initiatives such as the 'Town Deal' programme. They plan to continue to access funding to drive improvements in the region.

We want to contribute and be part of that journey, and are already active participants on Town Deal Boards, Neighbourhood Boards, and Housing Partnerships. We do this in addition to working in partnership with emergency and other third sector support services.



Housing sector challenges

One of the main challenges for the sector will be supporting the government's target to build 1.5 million new affordable homes, whilst at the same time balancing the need to invest in existing housing stock to meet customer needs.

Changes to regulatory and legislative standards include a new suite of consumer standards that were introduced by the Regulator of Social Housing (RSH) in 2024–2025.

The Housing Ombudsman aims to deliver four key objectives:

01: To provide an excellent, person-centred service

02: To drive positive local complaints-handling cultures

03: To support better services through insights, data and intelligence

04: To extend powers and engage with partners to support closing gaps in redress

The strategies, goals, objectives and standards set by the sector governing bodies, including the Ombudsman objectives, are an integral part of the strategy and aligned to our objectives.

Challenges and focus

over the next
five years

Customer

Several challenges are expected to emerge, that may potentially impact on the quality of life for existing and future customers.



Financial pressures

Contributing factors to increasing financial pressures include cost of living increases, reducing employment opportunities due to national insurance contribution changes for employers, and the benefits system changes announced in spring 2025.



Demand and availability of homes

Changes to stamp duty thresholds and interest rates will drive the demand for affordable and social housing up, creating an environment where demand outstrips the availability of housing before government goals are achieved.



The digital divide

Many low-income households are prioritising food and warmth over access to technology, limiting their ability to access online services, education, and job opportunities.

Beyond Housing is committed to ensuring all services are accessible. We will actively engage with customers to ensure that any changes we make are scrutinised and broadly supported from a customer perspective.

We will continue to build relationships with regional and national partners to proactively inform central government of key issues that matter to our customers.

Providing quality homes

Providing quality homes in places where people are proud to live will always be a priority for Beyond Housing. We are committed to working with local authorities and key service providers to add value for customers and enable regional growth. Put simply, we focus on providing great homes in places people want to live, where they can succeed and thrive.

The challenge over the next five years will be balancing the need to invest in and maintain existing homes and meet evolving customer needs and complex regulatory changes.



Investing in existing homes

Our existing stock is of a similar type and age, and in need of investment. Some of our aged homes, often built in the mid-20th century, have higher energy consumption and costs for customers.

Strategic investment in existing stock for the next five years has been aligned to our goal to achieve decent homes standards in line with government requirements. We have focused on managing the impact of the implementation of Awaab's Law in 2025 and the subsequent phases between 2025-2027, the requirement for all properties to be EPC grade C or above by 2030, and the pending decent homes standards changes.

These areas will deliver the best outcomes for our customers by improving sustainability, lowering energy use, and reducing the cost of keeping homes warm. They will also ensure we remain compliant with regulatory and legislative standards.

It should be noted that the government continues to aim for carbon zero by 2050. Beyond Housing will continue to monitor changing regulations and realign this strategy to adapt homes and services where required. The work we do over the next five years will provide a great platform to support the 2050 carbon zero goals for the UK.

New homes

Balancing the need to develop new homes with the need to invest in existing homes will continue to be an ongoing challenge for the sector in the foreseeable future.

The contribution new homes and regeneration make to the business in meeting legislative and regulatory expectations, as well as understanding the financial and active asset management relationship, will help us to remain agile and adaptable over the next five years.

Devolution and the proposed co-location of Homes England and combined authorities will change access to funding and planning.

Homes England will continue to operate as a continuous market engagement (CME) partner, rather than strategic partner, which could create challenges, including lower grant rates, timeliness of decisions and a shorter confirmed period of grant availability, particularly approaching March 2026.

Beyond Housing continues to focus on managing and nurturing the relationships with both Homes England and the combined authorities to align with the strategic intent of both the UK and the region.

Our development activity will be centered around our two main stock holding areas: Redcar and Cleveland, located within the Redcar & Cleveland Borough Council area and Tees Valley Combined Authority (TVCA), and Scarborough and Whitby, sitting under North Yorkshire Council and the combined authority of York and North Yorkshire.



Providing homes in places where people want to live

To support and enable existing customers and communities we will remain focused on the regeneration of homes and places. Regeneration is about more than just building new homes; alongside enhancing the social and economic fabric of neighbourhoods, improving existing homes is essential if we are going to create places where people wish to live.

Aligning our strategic plans, priorities, and investment with national and regional funding priorities will help us to have the greatest impact for customers, in addition to accessing any opportunities that devolution may bring.

Service delivery

The cost and viability of investing in existing homes, developing new homes and regenerating neighbourhoods remains a challenge for the business. The global economy, post-COVID-19, saw hyper-inflation significantly impact the construction sector. While this has now stabilised, maintenance, development and regeneration activity remain significantly more expensive than pre-COVID-19.

This is further compounded by inflation and the level of cost of living pay rises to colleagues. Innovating to improve services, and creating cost efficiencies to enable the required investment, will be essential moving forward.

To do this, Beyond Housing will optimise digital channels to offer seamless and consistent services to customers. We are committed to working with customers to promote the use of our online portal (Me & My Home), which gives customers the option to self-serve at a time convenient to them.

We will continue to innovate and improve our service delivery model to maximise workforce productivity and enable service improvements that deliver value for money.

People

We can only achieve our goals by having a great team of people, focused on delivering the best services for customers.

The government's goals to develop 1.5 million new homes and improve existing housing stock is creating demand for skilled staff, both inside and outside of the sector.

Beyond Housing will face significant challenges, arising from a combination of economic pressures, demographic shifts, and evolving expectations of the workforce. There is increasing competition for talent within the sector, which is exacerbated by an ageing workforce and a reduced level of interest in careers in social housing.

The move to setting pay, through pay benchmarking, will ensure Beyond Housing keeps pace with the local employment market. Ongoing development

and implementation of the successful apprenticeship programme will further support recruitment and retention.

Given the increased competition for resources, it is evident that colleagues are looking for more than just a great salary; they value work-life balance, career development opportunities, and a sense of purpose.

A focus on wider terms and conditions, including organisational culture, is therefore important to Beyond Housing's success.

We plan to continue to develop and maintain our strong employer brand of an inclusive culture that

develops colleagues and retains them for the duration of their Beyond Housing career. Recognising and rewarding colleague achievements is part of who we are, and is fundamental to attracting and retaining talent.

The proposed government agenda to improve workers' rights will require further workplace changes. The new human rights bill will take effect from April 2026.

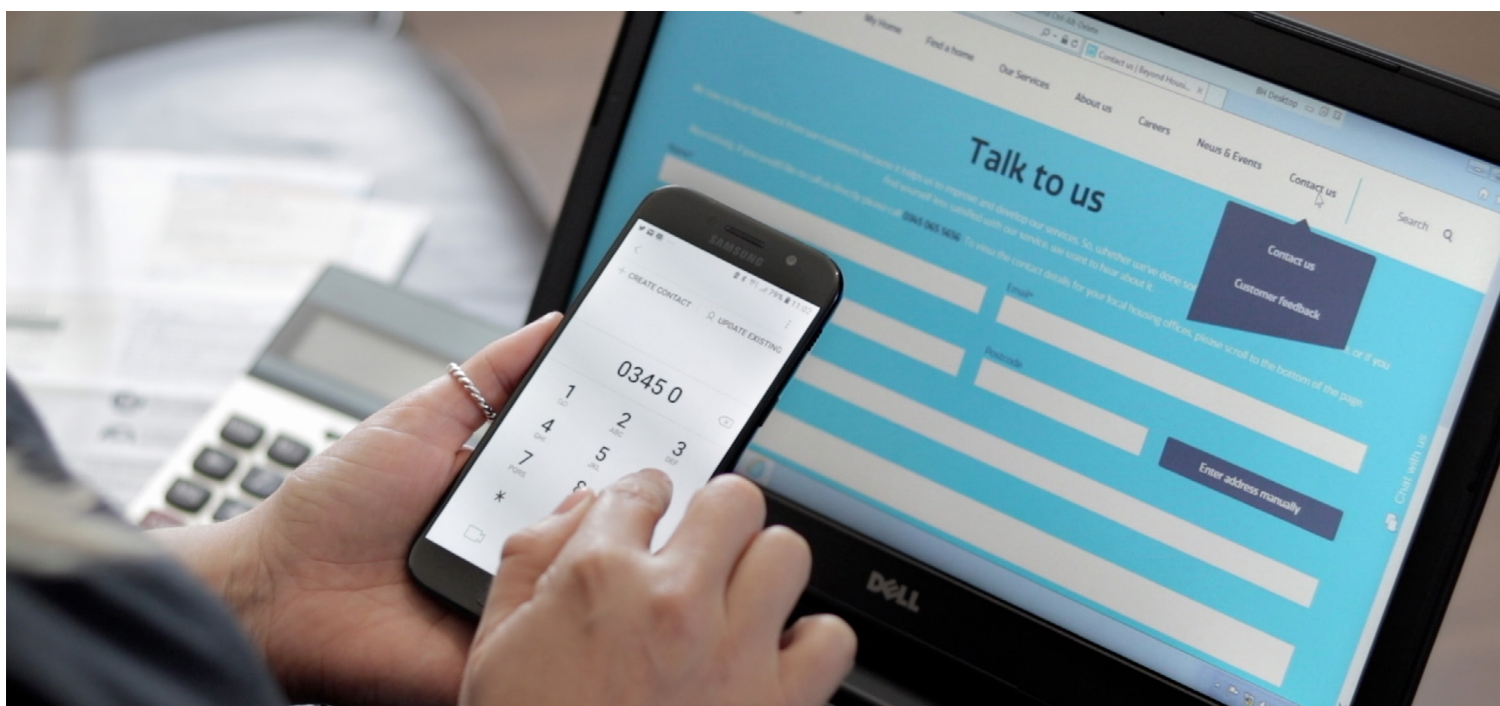
Our people plan will remain flexible to deliver the strategy outcome, adapting to new employment rights and statutory requirements as they emerge.

Data and technology

Systems underpin everything we do, and data is crucial to understanding customers, performance and the quality of our homes and services.

The sector will further embrace technologies like artificial intelligence/automation to improve productivity and reduce costs. We plan to increase our use of technology over the next five years to further enable and empower customers and colleagues.

The sector is a prime target for cybercriminals; we will continue to improve systems and resilience by building on the already established cyber security activities/protocols that Beyond Housing has undertaken over the past five years.



2025–2030 strategy

Strategic goals and objectives

Beyond Housing’s strategic direction for the next five years will be brought to life through the goals and objectives set out on the following pages.

We want customers and partners to have clarity and understand our aspirations and intentions for the next five years. Beyond Housing has set ambitious targets, which will be monitored and reported on quarterly or annually.

The Regulator of Social Housing (RSH) requires registered providers of social housing to collect and report on Tenant Satisfaction Measures (TSMs) annually. To ensure objectivity and transparency, we will use the results of this survey to report on our performance against some of our targets.

Homes



To provide affordable homes where people feel safe and secure

Objectives

We will achieve this by delivering the following objectives:

- Maintaining the safety and security of the homes we provide
- Improving homes to be more energy efficient
- Delivering a timely, quality repairs service
- Adapting homes to meet customer needs.

Targets

We know we will have achieved this by 2030 if:

- Homes and buildings are 100% compliant (gas, electric, lifts, legionella, fire risk and asbestos) for the duration of this strategy
- 100% of homes meet the existing and any new decent homes standards set by the government
- 78% of customers are satisfied that their homes are well maintained
- 83% of customers feel safe in their homes
- No properties have severe damp and mould issues
- No properties have a severe health and safety risk or hazard
- 100% of homes have an EPC rating of C or above by 2030
- 99% of emergency repairs are completed within target timescales
- 95% of responsive repairs are completed within target timescales
- 90% of customers are satisfied with the time taken to complete repairs
- 90% of customers are satisfied with the overall repairs service
- More customers can stay in their homes for longer, increasing the average tenancy duration to 15 years.

Services



To provide reliable quality services

Objectives

We will achieve this by delivering the following objectives:

- Customers have meaningful opportunities to shape services and scrutinise delivery
- Customers find it easy to contact us the way they choose
- Understanding customer needs and providing services to support them
- Helping customers to remain in their homes and live independently.

Targets

We know we will have achieved this by 2030 if:

- 70% of customers who respond are satisfied that we listen to their views and act on them
- 70% of respondents are satisfied that we keep them informed about things that matter to them
- 80% of customers who respond report that we treat them fairly and with respect
- 70% of respondents are satisfied that we are easy to deal with
- 75% of customers who receive support remain in their tenancy for at least 12 months after receiving support.



We will complete our own transactional surveys and reporting to ensure that we have our finger on the pulse and can continuously improve services throughout the year.

Places



To create places where people are proud to live and are part of a community

Objectives

We will achieve this by delivering the following objectives:

- Investing in neighbourhoods to encourage regeneration and drive improvements in local areas
- Providing well-maintained, safe, secure neighbourhoods
- Working collaboratively with customers and partners to reduce anti-social behaviour (ASB)
- Building new affordable homes to meet current and future demand.

To enable communities to grow, we will build new affordable homes in the areas we operate in:

- 790 new affordable homes will be built by 2030
- 33% of homes built each year will be low-cost homeownership.

Targets

We will use the tenant satisfaction survey (TSM) results to measure the following objectives annually:

- 72% of customers are satisfied that communal areas are well maintained, clean and tidy
- 70% of customers believe that their landlord positively contributes to their neighbourhood.

In addition to the TSMs listed, we will internally measure the volumes of anti-social behaviour cases to ensure a robust and timely approach to the management of ASB by colleagues and agencies.

- 65% of customers who respond are satisfied with their landlord's approach to managing ASB.
- Less than 35 ASB cases per 1,000 properties are raised per year
- Less than 0.6% of cases raised will be related to hate crime.

To help communities thrive we will:

- Regeneration activity will provide a positive social return on investment
- Support people into employment.

People



To be an inclusive and inspiring place to work

Objectives

We will achieve this by delivering the following objectives:

- Offering opportunities to local people to enable them to work in the areas where they live
- Developing, engaging and empowering colleagues to deliver brilliant services
- Committed to being an inspiring, safe, fair, and diverse place to work
- Offering great colleague rewards to attract and retain talented people.

Targets

We know we will have achieved this by 2030 if:

- 6% of our workforce are apprentices
- 6,000 hours of volunteer work are completed each year
- More than 80% of colleagues live in our communities
- 80% of colleagues are satisfied
- 95% of colleagues have completed essential training
- 50% of recruitment is internal
- 85% of colleagues from all backgrounds are treated fairly at Beyond Housing
- Maintain investors in diversity accreditation
- 82% of colleagues believe that Beyond Housing's values are relevant to them
- Increase colleague engagement to higher than 78%
- We retain 90% of colleagues.



Customer satisfaction

It is important that all goals are focused on improving customer satisfaction. To help us stay focused on improving services for customers, we have set targets that apply to all of the goals.

Targets

- 75% of customers report that they are satisfied with the overall service provided by Beyond Housing
- 45% of customers are satisfied with the landlord's approach to dealing with complaints
- We regularly review the volume of complaints we receive as it is a great way to learn how we can improve, and it lets us know how well we are doing.

We will know we have delivered what we set out to do if we:

- Receive less than 24 stage 1 complaints per 1,000 properties per year
- Less than 4 stage 2 complaints are received per 1,000 properties per year
- 100% of stage 1 complaints are responded to within ombudsman timescales
- 100% of stage 2 complaints are responded to within ombudsman timescales.



Strategic plans

We have developed four strategic plans aligned to the four goals; homes, places, people and services containing both short and long-term initiatives that we are committed to delivering.

Value for money

Over the next five years, we will continue to benchmark performance and costs against other housing providers, the regulator's global accounts, and where applicable, the performance of other sectors.

We will use the insight we gather to identify areas for improvement and to ensure we are delivering value for money. Our strategic goals and objectives articulate our ambitions and are aimed at delivering our vision. We will focus on aligning our resources to achieve our goals and objectives through the delivery of our plans.

We will focus on achieving economy, efficiency and effectiveness in everything we do through our people, technology and financial management practices to ensure that we spend our money wisely and protect our financial viability.

Achieving the targets set out in this strategy will evidence that value for money is being achieved. In addition, we will also compare our performance with our peers through the Regulator of Social Housing's (RSH) value for money metrics.

Business planning

Every year, we revisit our financial strategy and refresh our strategic plans, and produce a 30-year financial business plan. The plan projects our forecasted income and expenditure over the next 30 years and ensures we have the financial capacity to achieve our ambitions.

The business plan factors in budgets, development plans, treasury and liquidity, assumptions on rents, consumer price index, interest rates, increases in real time costs and void levels, and bad debts. Our financial plans are compliant with the expectations of our funder loan covenants and reflect our 'own rules'.



Risk

Continuously improving our approach to business planning and stress testing will ensure appropriate risk identification and mitigation is in place.

Beyond Housing's strategic risk register is kept under constant review by the board, audit and risk committee and executive with appropriate controls and actions identified to mitigate these risks (where possible).

The ongoing review and analysis of strategic risks is also informed by the Regulator of Social Housing (RSH) annual sector risk profile.

Beyond Housing – strategic/operational risk	2024 sector risk profile
Financial management	Financial viability
	Existing and new debt
	Rent setting
	Rental income and arrears
	Pensions
	Fraud
	Alternative funding models
Counterparty/contractor failings	Counterparty risk
Health and safety	Health and safety
Development and regeneration	Supported housing
	Low-cost home ownership and market sales
	Fixed asset sales
	Construction process risks
	Diversification
Property and asset management	Existing stock quality
Reputation and brand damage	Delivering against expectations
Customer experience and consumer standards	Delivering services to tenants
Cyber security	Data and cyber security
Data integrity	Data integrity
People	Costs and access to skilled labour

Health and safety

The board sets out its commitment to health and safety via an annual strategic statement of intent (as part of the annual policy review) which puts health and safety first, promoting a positive health and safety culture.

How will we measure our performance?

We will:

- Measure what matters to our customers, key partners and the Regulator of Social Housing
- Implement continuous improvement and celebrate success as an essential part of our learning journey
- Annually review our strategic goals, objectives, targets and plans with customers, colleagues and key partners to make sure we are delivering on our commitments
- Regularly review customer feedback and insight, to make sure we remain focused on prioritising and doing the right things for our customers
- Check externally how we are doing nationally and regionally by using regulator and sector reports to see how we are performing in comparison to other housing providers
- Check internally to ensure the quality, consistency and effectiveness of our processes and services through effective reporting, governance, and assurance of our key activities
- Maximise the benefits of risk management, strengthening controls reporting to better understand where we are performing well, and where additional focus is required. This will in turn drive the internal audit programme.



