

NORTH REGIONAL PLAN

2017–20



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Foreword

This is our first regional plan for the North – an area where we own or manage 16,706 homes, across 46 local authority areas.

North region in numbers

72%

stock is
social housing

117

care and support
schemes

54%

homes have
single occupants

23%

of households
have children

59%

of customers are
aged 15-54

29%

of customers are
economically inactive

28%

of customers
are retired

75%

of customers claim
housing benefit

To create the plan, we've looked at the performance of our neighbourhoods, identified the characteristics of our customers and, most importantly, identified what each community needs to thrive.

Last year we developed a programme of priorities that we plan to continue delivering over the next two years. This regional plan will deliver our corporate plan objectives of: stepping up supply, customers first and neighbourhoods matter. As you'll read in this plan, for the North this means:

— **Stepping up supply**

We've set ourselves an ambitious target to build 1,400 homes for rent and sale over the next two years. These will be in our key growth areas of Cumbria, the North East, Cheshire East and Rochdale.

— **Customers first**

As one of the region's largest providers of services to homeless people, we're exploring new ways to end homelessness for good. We're also creating services that give more choice to older people living at home. And we're investing in digital technology to make our services more accessible to customers.

— **Neighbourhoods matter**

While most of our neighbourhoods perform well, we've identified five of them that need investment. We'll be working with local residents to make these neighbourhoods better places to live. We're also leading on a city-wide renewal programme in Carlisle.

This is a regional plan but it has a neighbourhood focus. We have four key areas where 75% of our homes are located – **Cumbria, Greater Manchester, North East and Hull**. You can read about our priorities for these areas from page 6.

Our aims are clear: we want to create good neighbourhoods, offer services that are relevant to our customers and improve lives across the North. If you share our commitment and you'd like to work with us, please get in touch.

Sarah Paton
North Regional Director



About us

Riverside is one of the country's leading providers of affordable housing, care and support and neighbourhood regeneration. We've been around for 90 years and we provide services to more than 100,000 customers in England and Scotland.

As a not-for-profit organisation, any money we make is reinvested back into the business to provide more homes and services.

Whether through our charitable housing association, commercial subsidiaries or joint ventures, we deliver a wide range of solutions to make homes and neighbourhoods great places to live.

We're a national provider but we work at a local level, focusing on what each community needs to prosper.

We operate across three regions – **North**, Liverpool City Region and South & Central – to provide:

- homes for affordable rent, low-cost home ownership and outright sale
- care and support for older people
- supported housing for those at risk of homelessness or facing other life challenges
- extra services for customers such as money advice, employment and training support, apprenticeships and affordable warmth advice.

We're committed to supporting neighbourhoods and transforming the lives of the people who live in our communities. We do this by working in partnership with local authorities, residents, businesses and other stakeholders.



We work in partnership to actively engage in constructive dialogue with national and local government and our regulator.



Riverside
Holly Rowbottom

Key priorities

We work with a broad range of statutory and voluntary organisations across the North to deliver long-lasting change. We focus on the issues that affect people living in our communities, and what matters most to them. These are our priorities for the North over the next two years.

Tackling homelessness

Each year, homelessness figures across the North continue to rise. For example, the North West saw a 37 % increase in the number of people sleeping rough from 2016 to 2017. Manchester has the fourth highest number of rough sleepers in the UK. While Yorkshire and Humber has seen a rise of 20%, and the North East, 13 %.

Across the region – in cities such as Hull, Manchester and Newcastle – we work with our partners to tackle all types of homelessness. We're already the country's third largest provider of services to homeless people, but we know we can do more. We believe that everyone has the right to a decent home, and we continue to look for new solutions to achieve this. For example, we're involved in Manchester's innovative Big Change project, which is lifting rough sleepers from the street into a permanent home.

We've also earmarked £1 million of our own funds to work with commissioners to tackle social problems such as homelessness on a 'payment-by-results' basis. We'll be both an investor and service provider with the commissioner paying only when agreed outcomes are achieved. This innovative approach reduces risk for the commissioner and provides greater certainty on what works.

We want to partner with commissioners to provide support to people with a range of different needs – whether that's addressing homelessness, mental health, resettlement after prison, or hospital bed blocking.

More homes to rent and buy

We're planning to build more than 1,400 homes by 2020. The programme includes a mix of housing – with homes for social rent, outright sale, low cost home ownership and extra care.

Our subsidiary, Prospect, is building 600 new homes for outright sale at 10 sites across Lancashire, Cheshire and Manchester. And Compendium, a joint venture with Lovells, is part way through a regeneration scheme in Ings, Hull, where 700 homes are being built for outright sale.

Services for older people

It's estimated that by 2033-34 there will be 4.4 million more people in the UK aged 65 and over. Cumbria and Northumberland in particular have a higher than average ageing population. New solutions to housing and care for older people are needed now.

We've designed a new service for older people who want to stay in their own home for longer. We're running a pilot project in Rochdale and once it's complete, we plan to extend the service across the region.



Neighbourhood renewal

We want our neighbourhoods to be places where people feel proud to live. We've carried out an in-depth assessment of all our neighbourhoods and have identified five areas where there are opportunities for growth and improvement. They are: Longtown near Carlisle; Byker, Walker and Walkergate in Newcastle; North Bransholme and Orchard Park in Hull; Langley in Rochdale and Crigglesstone in Wakefield.

We have an ambitious plan to deliver large-scale area renewal across Carlisle, where we're the leading provider of social housing. And we hope to be a key partner in the development of St Cuthbert's Garden Village – a new community with up to 10,000 homes.

With limited public funding available for regeneration, we hope that regional devolution will bring new opportunities for both area renewal and housebuilding.

Digital technology

We need to take full advantage of technology to improve customer experience. Over the next 12 months we'll be launching new digital services, enabling customers to self-serve through our website. It means that they'll be able to do business with us, such as booking a repair appointment, at a time that suits them.

We also want to make our digital services accessible to everyone. We know that 61 % of customers across the region have internet access, but only 9 % of them go online to check their rent account. We plan to get more customers online by installing Wi-Fi at our largest (10 units or more) Retirement Living schemes and supported housing services.

Investing in homes

Each year we invest millions into the modernisation, improvement and adaptation of homes. Investing in homes not only makes life better for our customers, but it also strengthens the market value of an area. Over the last year we've spent more than £9 million on home improvements across the North region. And we plan to invest a similar annual amount over the next two years.

Involving customers

Engaging with customers is important to us. We rely on their views and experiences to help us improve existing services and create new ones. We want to give customers a much wider choice of ways to get involved with us. That's why we've established a dedicated customer involvement team. The focus will be on developing new ways to connect with younger customers, as 59 % of them are aged under 54.



Our work across the region

Cumbria

We own and manage 6,706 homes across Cumbria and we've built 94 homes over the last two years. Carlisle is our main area of operation, following a stock transfer from Carlisle City Council in 2002. We've identified Carlisle as being a significant growth area for us, with exciting plans for a regeneration and development programme. These are our priorities:

Masterplanning – Carlisle is one of two area renewal projects we've selected nationally. We'll be working with Carlisle City Council and local residents to devise a 10-year plan to renew some of our neighbourhoods. The project could involve building a mix of homes, new facilities and improved green spaces, depending on the outcome of our planning process.

Longtown neighbourhood renewal – We manage 201 homes in Longtown, seven miles from Carlisle. We're facing challenges in the level of demand for some of the properties we're offering. Over the next two years, we'll be working with partners and residents to make sustainable improvements to our stock.

More affordable housing – Carlisle City Council has gained government support to create St Cuthbert's Garden Village – a new community of up to 10,000 homes with employment opportunities and local facilities. Working in partnership with the council, we're aiming to provide more affordable housing as part of the project.



Riverside's CEO Carol Matthews with Impact team Mark Costello, Chair, and Bryonie Shaw, Interim Managing Director.

New subsidiary – Impact Housing Association joined Riverside as a subsidiary in 2018. Impact manages 2,770 homes across Cumbria which means, together, we're one of the county's largest housing providers. Working with Impact, we plan to provide more affordable homes and retirement living housing.

Cumbria in numbers

6,706*

homes owned and managed

367

home ownership properties

88

retirement living places

94

new homes provided in two years

*this figure doesn't include homes owned or managed by our subsidiary, Impact Housing Association.

£4m

spent on improvements in 2017-18

Greater Manchester

In Greater Manchester we own and manage 4,581 homes, 2,054 of which are in Rochdale following a stock transfer from Manchester City Council in 2002. And plans are underway to provide a further 105 homes. These are our priorities:

Langley – We have a longstanding partnership with Rochdale Borough Council including a land pooling agreement. Through this arrangement we've transformed the 2,000-home Langley estate, providing a mix of affordable homes to rent and buy. We've also invested £4.9 million into the improvement of homes across Rochdale over the last two years.

Homelessness services – We have 12 supported housing schemes across the area, which provide accommodation and support for 250 people. We're involved in the Manchester Big Change programme, which pools donations from individuals and businesses and gives practical housing-related support to rough sleepers. And we're working with partners to roll out Real Change, a similar programme, across Greater Manchester. Big Change and Real Change support the pledge of the Greater Manchester Mayor, Andy Burnham, to eradicate homelessness across the area by 2020. We've been piloting a new supported housing model based on Housing First principles. This approach makes housing a priority over support and has proved to be successful with some clients.

Homes for older people – We have 24 retirement living schemes in Greater Manchester. And we're adding to this number by building a 98-unit extra care scheme in Rochdale. It will offer a choice of apartments for affordable rent and shared ownership, with a range of facilities for the local community to use.

Support at home – There's also a growing demand for a range of 'at home' services for older people. We already offer a range of high-quality services to this market, and we want to extend it to people living in their own home. We're piloting the service at the Langley Estate in Rochdale where residents receive support as well as access to assistive technology and our health and wellbeing programme.



Greater Manchester in numbers

4,581

homes owned and managed

1,265

home ownership properties

456

retirement living places

105

new homes in pipeline

303

supported housing places

£3.7m

spent on improvements in 2017-18

Our work across the region

Hull

In 2010, 1,150 homes transferred to us from Hull City Council, taking the total number of homes we own and manage in the city to 1,535. We've built a variety of housing, including 68 homes for affordable rent over the last three years. We provide 209 bed spaces for homeless people across seven supported housing schemes. Working with the council, through a Private Finance Initiative, we've provided 316 extra care apartments for people over 18 with a range of support needs. This was an £80 million project, across three locations with hubs for the whole community to use. And we've led on a large-scale neighbourhood regeneration project. These are our priorities:

Ings regeneration – Compendium Living, our regeneration joint venture with Lovell, has been working in partnership with Hull City Council to renew the Ings area. Here, we're building 700 homes, strengthening the local housing market and re-shaping open spaces.

North Bransholme – A £15 million regeneration project is turning a once-blighted estate into an attractive place to live. Families are living in the first new homes to be built there in 40 years. We're also fitting new bathrooms, kitchens and heating systems to existing homes. And we're working with Urban, a local residents group, and Bransholme Forward to identify further improvements and development opportunities.

North East

Across the North East, we own and manage 2,237 homes. Over the last three years we've built 495 homes, mainly for affordable rent with 87 for low cost home ownership. These are our priorities:

More homes – The North East is one of our target growth areas. Over the next three years, we're planning to build 400 homes across a mix of tenures.

Neighbourhood renewal – Communities in Byker, Walker and Walkergate in East Newcastle face some of the challenges of deprived neighbourhoods. Whilst we're responsible for just 222 homes there, we're working with our partners to create a neighbourhood plan which could include building homes for sale, providing job and training opportunities, and improving local facilities.



Hull in numbers

1,535
homes owned and managed

3
home ownership properties

38
retirement living places

384
new homes provided in two years

535
supported housing places

£1m
spent on improvements in 2017-18

North East in numbers

2,237
homes owned and managed

147
home ownership properties

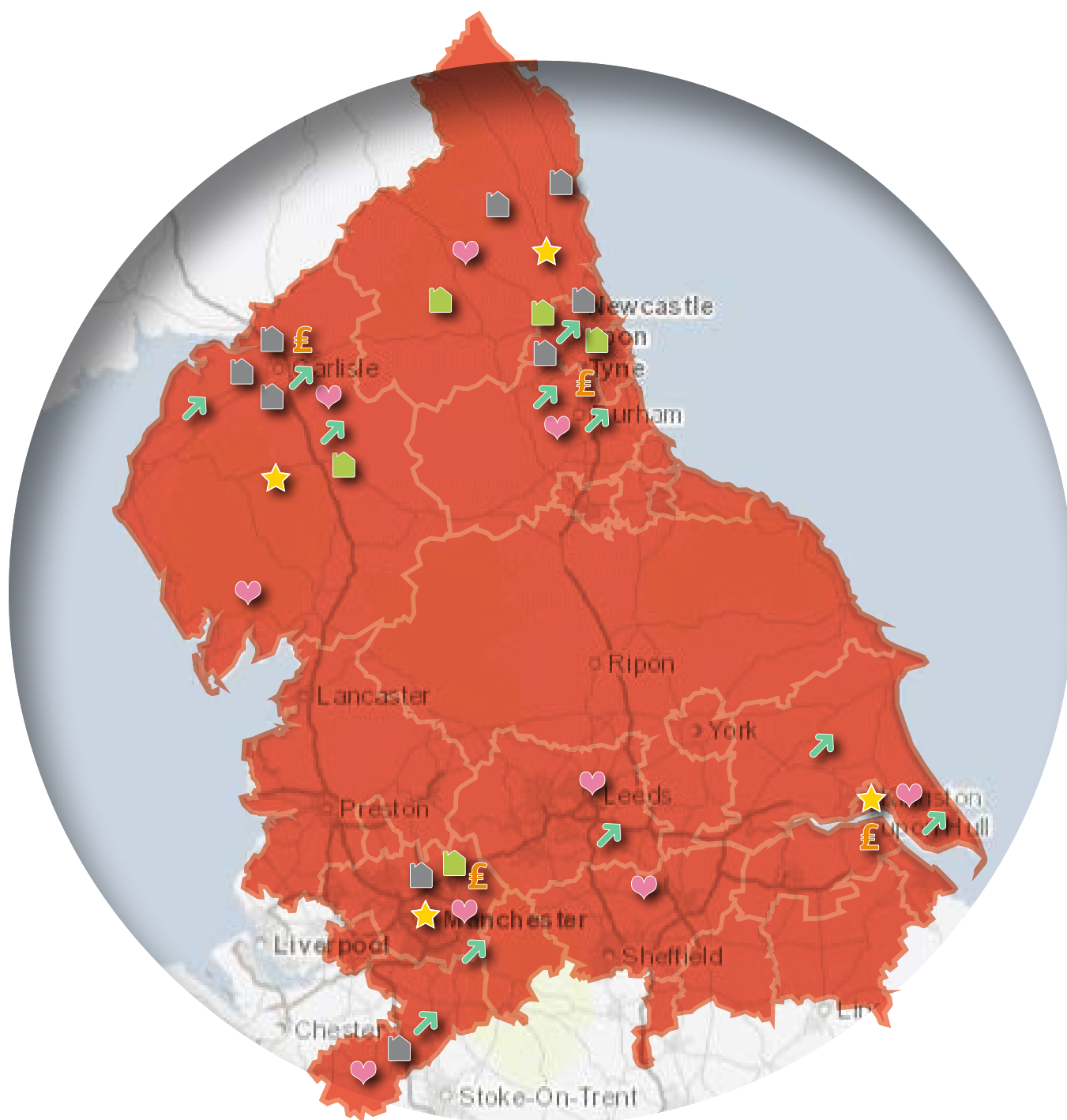
210
retirement living places

495
new homes in pipeline

331
supported housing places

£0.6m
spent on improvements in 2017-18

North regional map



Key



Affordable homes in pipeline:

Carlisle, Northumberland, Newcastle, Cheshire East, Rochdale



Stock investment programme:

Carlisle, Newcastle, Hull, Rochdale



Priority areas:

Cumbria, Greater Manchester, Hull and North East



Affordable homes in development:

Carlisle, Northumberland, Newcastle, Gateshead, Durham



Care and support key growth area:

Newcastle, Gateshead, Allerdale, Northumberland, Eden, Rochdale, Manchester, Cheshire East and Hull



Growth areas:

Northumberland, Carlisle, Allerdale, Eden, County Durham, Wakefield, Cheshire East, Newcastle, Gateshead, York, East Riding of Yorkshire, Hull

Get in touch or find out more

For further information please visit



www.riverside.org.uk/about-us

email: **info@riverside.org.uk**

Follow us on Twitter **@RiversideUK**



Or call **0345 111 0000**

to speak to our Strategy and Planning team

The Riverside Group Limited

Registered Office:
2 Estuary Boulevard,
Estuary Commerce Park,
Liverpool L24 8RF

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