

Steve Turner

IMAGE AND REPUTATION

HBF Future Talent Conference
February, 2019



Questions to think about

- What do we mean by 'image' or reputation?
- What do you think is the image of our industry?
- What issues are damaging our industry's image?
- Is image important?
 - Why?
 - Who does the industry need to be 'impressing'?
- Who in your organisation is responsible for 'image'?



What do we mean by industry 'image' or 'reputation'?

- The 'general impression' the industry presents
- Opinions that are generally held about the industry



What do you think is the 'image' of our industry?

- Good?
- Bad?
- Mixed?

Audiences?



Image issues

What issues are damaging our image and reputation?



Poor build quality/ design

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New homes 'crumbling due to weak mortar'

By Jim Reed
Reporter, Victoria Derbyshire programme

© 6 December 2018

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Vincent Fascione says he will never buy a new build-home again

Hundreds of new properties have been built using weak mortar that does not meet recommended industry standards, the Victoria Derbyshire show has found.

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'Our new-build home has 354 defects'

By Mick Tucker
BBC Radio 5 Live Investigates

© 23 November 2018

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Craig and his partner Tracey by their house

Two years after buying their £325,000 house from developers **Redrow** Craig Wakeman and partner Tracey Bickford are still waiting to move in after discovering their dream home was riddled with 354 defects, many of them structural.

The couple told **BBC Radio 5 Live Investigates** buying the house was "one of the worst decisions we've ever made".

Nine out of 10 new home buyers surveyed by the New Homes Review found defects in their houses.



Poor build quality/ design



The new homes 'uninhabitable' after less than a year

By Emma Alles
BBC Victoria Derbyshire programme

19 December 2017

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Karen says issues with the house have made her more ill

Gas leaks, damp, holes in the floor and cracks in the walls - for some, their new homes have become "uninhabitable" less than a year after moving in.

spiders - they have their own personal entrance and exit

More than half of new-build homes in England 'have major faults'

Shelter survey finds 51% of owners of recent new builds experience problems including construction, fittings and utilities



▲ Survey finds eight in 10 working families who are renting privately cannot afford to buy a newly built home.
Photograph: Rui Vieira/PA

More than half of the buyers of new homes have experienced major problems with their properties, according to research, which comes after **Beavis Homes** agreed to pay £7m compensation to customers for poorly built houses.

major-faults#img-1 survey for the housing charity Shelter found that 51% of



Poor build quality/ design

WalesOnline

The brand new house so bad the neighbours laugh at the walls and the garden looks like it's sinking

Darren Harris, who paid £210,000 for his four-bed home, says the house is 'unbelievable'

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88 COMMENTS

By **Laura Clements**

09:55, 2 NOV 2018

UPDATED 12:20, 2 NOV 2018

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Leasehold scandal

theguardian

Leasehold

The new-builds catching house buyers in a leasehold property trap

Recently built homes have been left unsaleable, with owners asked to fork out five-figure sums for freeholds. We investigate the latest leasehold scandal



Patrick Collinson

Sat 29 Dec 2018 01:00 GMT



2,239 441



▲ Dream home or expensive nightmare ... property owners are getting caught out by newly built leasehold houses. Photograph: Bloomberg via Getty Images

When Clare Budgen bought her first house in Ellesmere Port in 2009 for £155,000 the last thing on her mind was the lease. The developer, arranged the lease on a 999-year basis, so what could the then 22-year-old possibly have had to worry about?

But just seven years later, when she looked into buying the freehold (to enable her to sell the home more easily in the future) she was astonished to

The Mail
ON SUNDAY

New-build leasehold scam still goes on - despite government promise to ban arrangement last year

- Thousands of new-build houses are still being sold with leaseholds
- Government pledged to ban the arrangement a year ago as many of them under the Government's own Help to Buy scheme

By SALLY HAMILTON FOR THE MAIL ON SUNDAY

PUBLISHED: 22:02, 22 December 2018 | UPDATED: 12:29, 24 December 2018



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Thousands of new-build houses are still being sold with leaseholds, despite a Government pledge to ban the arrangement a year ago – many of them under the Government's own Help to Buy scheme.

Last December, Housing Secretary James Brokenshire described the practice of developers selling on freeholds to third parties who then bumped up annual ground rents by 2%



Scam continues: Thousands of new-build houses are still being sold with leaseholds

Greedy' builders making 'excessive' profits

Mirror

Greedy housebuilders make billions while getting taxpayer subsidies - yet fail thousands of homeless families

The biggest builders – ~~including the likes of Persimmon, Barrat and Taylor Wimpey~~ – have missed affordable housing targets, while watching profits soar

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By Nick Mathiason & Keir Mudie

18:37, 26 NOV 2016 | UPDATED: 07:32, 27 NOV 2016

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RECOMMENDED



David Cameron used a very inappropriate word in a meeting with Angela Merkel



Chancellor Philip Hammond refuses to rule out quitting



Help to Buy 'only benefitting builders' / 'buyers trapped'

THE  TIMES

HELP TO BUY

Help-to-buy: Scheme has helped biggest developers to double profits



Barratt is making twice as much profit as it was ten years ago despite a tiny rise in productivity
CHRIS RATCLIFFE/BLOOMBERG/GETTY

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Britain's biggest housebuilders have doubled the average profits they make from each home since the Help to Buy scheme was launched.

Analysis by The Times reveals that the top five builders in Britain are making an



'Land banking' and 'concreting over the countryside'

theguardian

Money ▶ Property Pensions Savings Borrowing Careers

Cities

Britain has enough land to solve the housing crisis - it's just being hoarded
Oliver Wainwright



Cities is supported by
the ROCKEFELLER FOUNDATION
About this content

@ollywainwright
Tue 31 Jan 2017 12:00 GMT

2,112 530

Developers are sitting on land without building anything, then selling it on for profit - a vicious cycle that can make it impossible to create affordable homes. What can be done to stop this speculative feeding frenzy?



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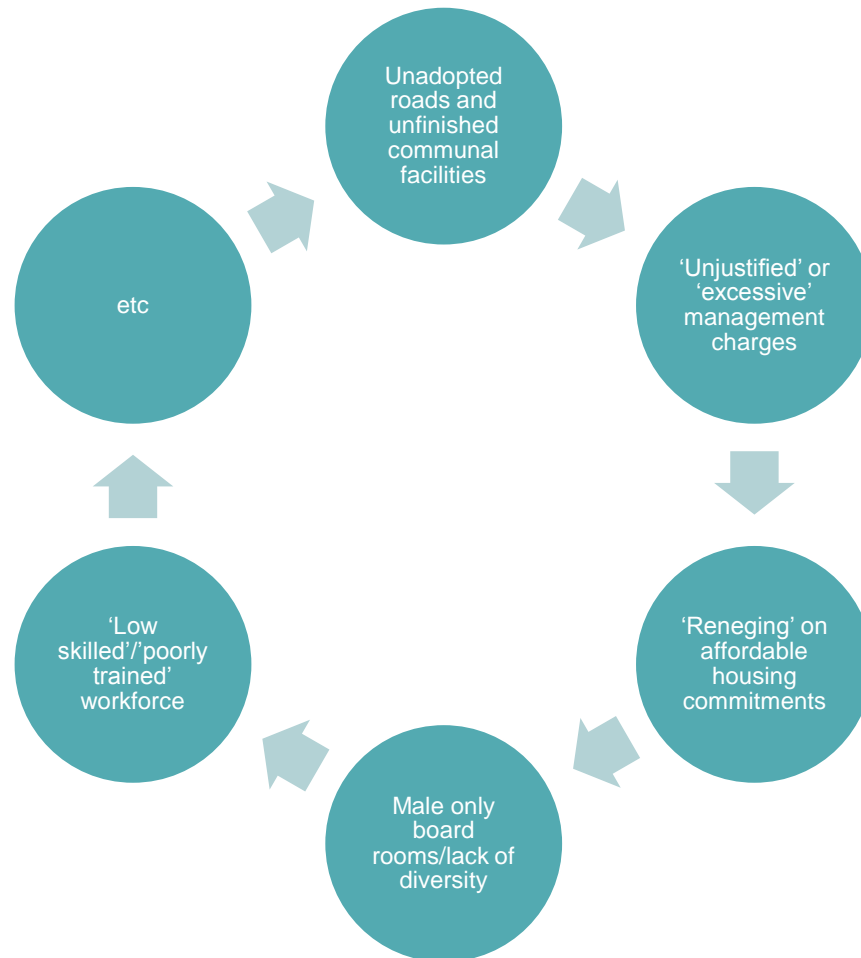
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Property developers 'let off the leash' in rural Britain: Countryside bible in war on 'predatory' house builders

- Charities warn countryside is under threat from relaxed planning laws as developers build on greenbelt sites
- Buntingford in Hertfordshire, Leintwardine in Herefordshire, and Castle Cary, Somerset, identified as most at risk
- Magazine blames developers 'let off the leash' by David Cameron for 'ugly, poorly conceived housing sprawl'

By LOUISE ECCLES FOR DAILY MAIL

Plus.....



MP's reactions



Siobhain McDonagh MP @Siobhain_MP · Jan 3

I think you'll find that the biggest beneficiaries from #HelpToBuy have been the CEO's of the largest **house building** companies

Philip Hammond @PhilipHammondUK

We want people to achieve the dream of home ownership, so it's great that first-time buyers bought half of all homes last year, according to @Yorkshire_BS. Our policies like Help to Buy are helping 100,000's of families get on the housing ladder

3 8 14



John Healey MP @JohnHealey_MP · 8 Oct 2018

Today there a million fewer under 45s who own their own home than in 2010. This report from @TheIFS shows what happens when Conservative Ministers spend 8 years slashing spending on new affordable housing and outsourcing **house building** to big developers.



Labour slams 'housing crisis' as figures show young people unable t...

Soaring house prices have led to a drastic fall in the number of young people able to afford the cheapest home in their area, according to a thinktank.

politicshome.com

8 79 71



Engage. Communicate. Facilitate @ECF_UK · Feb 4

"Closing the gap between the housing haves and the housing have nots is just as important as addressing **house building** rates", @JohnHealey_MP #BPFresi19

1 1



The public



bailliestonbear @bailliestonbear · Feb 5

Replying to @HomeBuildersFed

Dealing with [REDACTED] is affecting my mental health with their ignoring and failure to resolve my complaints! [REDACTED]



Keith Szymoszkowskyj @KeithSzymo · Jan 27

Replying to [REDACTED]

How much worse can it get, people complaining about this company before they have even bought a house from them [REDACTED] @HomeBuildersFed



Leasehold Knowledge @UKPleasehold · Jan 24

Why can't @HomeBuildersFed trouser their £8.3bn Help To Buy subsidies without creating predatory, [REDACTED] long term investments at their customers' expense (and ours)? [REDACTED]

Phillip Rainey @RaineyQC

And in principle pretty much the same result could arise if a [REDACTED] forgot that they had £10 ground rent to pay (because it's "nominal", yeah?). Oops, no it isn't. Let's hope [REDACTED] takes note. "Peppercorn" is nominal: £10 is NOT nominal. [REDACTED]



darren coates @dececoates · Jan 24

Replying to @HomeBuildSkills @HomeBuildersFed

You can teach a monkey to lay bricks.....



Jo Leonard @JoLeona46060495 · Jan 31

Replying to @HomeBuildersFed [REDACTED]

I call it my [REDACTED] nightmare new build. 3 1/2 years of absolute misery and still ongoing. It's damp, cold and draughty. Health and wellbeing have suffered. Wish I had never laid eyes on the rotten house. [REDACTED]



Recent focus groups

- Homes

- People that live in them generally good but people that don't have a more negative view based on experiences of friends/relatives and the media (small, poor quality etc).

- Builders

- Industry only cares about money, sometimes at the expense of build quality. However, relatively low 'brand' awareness and nothing too negative.



Is image important?

- Why?
- Who does the industry need to be impressing?



House builder audiences

- General public
 - Sales. Perception of product/industry is key
 - Planning. Localism - opposition to development
- Potential future employees (and their parents!)
 - We need to attract the 'brightest and the best'
- Politicians
 - Local councillors. Key to planning decisions
 - Local MPs. Constituency issues get traction
 - Government. Image key to future pro-development policies



Government policy – key to success

Government pro-development policies central to industry's ability to grow, eg;

- Help to Buy (extension)
- NPPF – revised this year

..... And industry's ability to influence future policy on issues such as;

- Ombudsman
- Leasehold reform



Improving image - who is responsible?

Who in your organisation is responsible for your 'image'?

- **CEO/board/senior management**

- set ethos, direction, budgets, policies
- public face of company

- **Site and construction staff**

- Build and finish quality / consideration of neighbours

- **Customer facing staff**

- Treatment of customers /providing accurate info/ reliable service

- **Planners/community liaison**

- Interface with existing communities / local authorities

- **Communications/investor relations**

- corporate reputation / crisis management/ messaging / political liaison/ social media

- **Complaints**

- dealing with unhappy customers / MPs etc



Working together

Promote positive news!

- Big increase in output
- Improving build quality – Customer Satisfaction survey
- Wider benefits of house building.
- New Homes Week

Shape policy and direction

- Ombudsman
- Leasehold

Target audiences

- Media – ensuring get some balance into the debate
- MPs – meeting and briefing on industry progress and efforts
- Government – representing industry position to shape policy
- Potential employees – attract campaign / ambassadors



Summary

Image is absolutely key
to industry success



We need to improve the
current industry image



Image is **EVERYONE'S**
responsibility!





*The voice of the
home building
industry*

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