



NCH Strategy 2025

Introducing our 2025 strategy



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As an active, collaborative, inclusive and trustworthy association, we work to do the right thing for our customers by taking action that makes a real difference to our communities.

Welcome to our NCH Strategy 2025.

Approved by our board in March 2020 (on day one of the first lockdown!), Strategy 2025 remained relevant throughout the pandemic and the challenges of post-Brexit Britain.

In this refreshed version, we're focusing on our values: how they will help us to do more for our customers and communities through our passionate, empowered colleagues.

The challenges we face as a society are significant. As an association, we recognise how issues such as the housing crisis, increased cost of living and environmental concerns continue to affect our communities. We're committed to supporting our customers through these challenges, providing services that improve the lives of those we serve.

Our values make sure that we stay true to this commitment. As an active, collaborative, inclusive and trustworthy association, we work to do the right thing for our customers by taking action that makes a real difference to our communities.

There has been progress, but we still don't live in an equal society. This imbalance is an issue that we are dedicated to addressing through our work. We know we can do more, particularly as the cost-of-living crisis impacts those who are most vulnerable.

There's no doubt that the challenges of the last three years have placed increased pressure on our society. The world may be more uncertain, but our ambition remains the same: to provide great homes in communities where people want to live.

Ceri Doyle

Chief Executive Office

Lynda Sagona

Chair



Who we are

Customers, communities, colleagues

Our customers and communities are at the centre of everything we do. They are why we exist, driving us forward and always inspiring us to achieve more.

Our colleagues remain our most valued asset. They're passionate about what they do and they're committed to doing their jobs well.

Society continues to change and there are significant challenges and opportunities on the horizon. Responding proactively on behalf of our customers and communities is a responsibility we take seriously.

We have more than 9,000 homes and individual relationships with our customers in Newport. We're proud to live and work in Newport and South East Wales, and we're committed to helping the city and region achieve its potential.

While the challenges we all face are significant, we have confidence in the future - thanks to the collective strength of the relationships between our customers, communities, and colleagues.



More than a housing provider

We provide homes in communities where people want to live, and we're committed to providing more.

We want our customers to have safe, affordable, quality homes where they can build lives, communities, and futures. We aim to be more than a housing provider – we work with and for our communities, supporting and enabling them to succeed both now and in the future.

Our social and corporate responsibility is something we take seriously. We don't shy away from the big things that impact society. This is reflected in our three strategic commitments, which support the delivery of this strategy and everything that we do.

Our strategic commitments



Growth

How we will respond to the housing crisis and increase our capacity to do more for our customers and communities.



Environmental sustainability

How we will work proactively to respond to the climate and nature emergencies.



Equality, diversity and inclusion

How we will build an inclusive culture.

Our values

Our values describe who we are and what we stand for. They drive our behaviours and support the decisions our colleagues make every day, empowering us to successfully deliver Strategy 2025 through our customer and community-focused services.



WE ARE ACTIVE

Being **active** means we are:

Accountable, customer focused, positive, innovative, goes the extra mile



WE ARE COLLABORATIVE

Being **collaborative** means we are:

Great listeners, approachable, supportive, receptive, communicative



WE ARE INCLUSIVE

Being **inclusive** means we are:

Fair, considerate, friendly, understanding, responsive



WE ARE TRUSTED

Being **trusted** means we are:

Honest, authentic, reliable, keeps promises, does the right thing



Our Operating Environment

Our world is changing and we must remain aware of what is happening around us. We must also respond to these changes, making sure that our priorities and plans keep us on track to deliver what our customers and communities need.

The housing crisis means there is an urgent need for affordable housing across the UK. This directly affects our communities. We recognise the role we need to play in meeting this need, both now and for future generations.

Economic conditions have significant implications for us, our customers, and our communities. The cost-of-living crisis means our customers are under pressure, with increased costs for the services we and our partners deliver. These challenging economic conditions are likely to remain for many years.

Changes to the climate and natural environment also affect us. Record breaking temperatures, wildfires, landslides, flash flooding and droughts are causing devastating damage in all corners of the world.

Climate related events are expected to become more frequent and extreme. We must play our part in limiting global temperature rises, while also preparing for these changes and adapting how we operate in response.

A sustainable future for our communities and future generations can only be achieved as part of a collective effort. We're committed to working with and supporting our customers, colleagues and partners to achieve lasting change.

Enhanced regulatory requirements will make sure that increased investment is targeted at our homes. The safety of our customers and colleagues remains a non-negotiable priority for us.

Despite significant progress in recent times, we know that inequality remains in society and in the workplace. We recognise that our differences make us stronger. We're committed to placing equal access and opportunity at the forefront of every decision we make.

Technology is a game changer, offering us the potential to do more, do it quickly and do it better. We understand the costs and risks of digital transformation, as well as the bigger risks of failing to modernise. We have the appetite to exploit technology for the benefit of our association and our customers.

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Our priorities



Customers

Placing our customers at the centre of everything we do.

We believe that having a great place to call home is just the start of a great customer experience.

That's why we'll continue to make a difference by investing in relationships with our customers to build mutual trust and respect.

We will provide quality, well maintained homes for our customers. We'll also design our services so that they deliver what matters most to our customers: getting things right first time, improving and modernising our services and learning from feedback.

Great, safe and energy efficient homes

We invest in our homes and neighbourhoods for the long term, making sure they are safe, secure and sustainable.

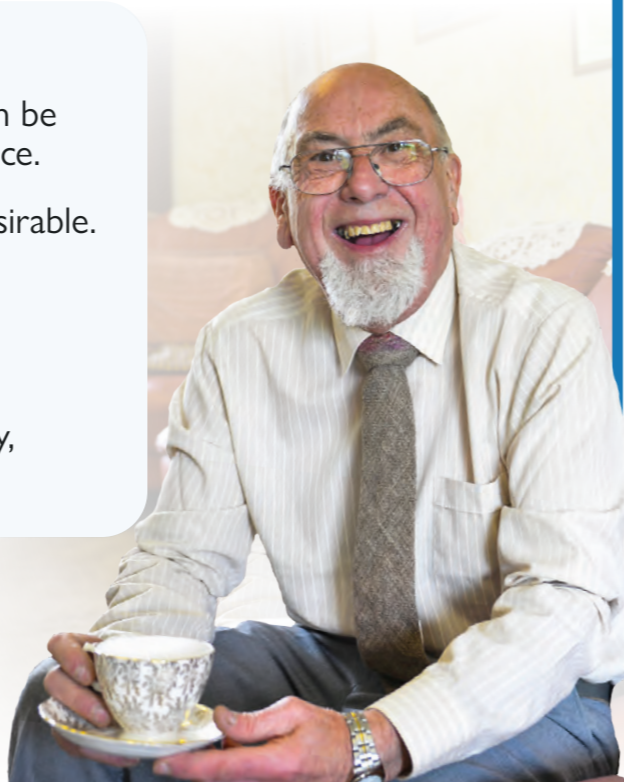
Our highest priority is the safety of our homes. We'll make sure we have the right data and systems to keep our customers safe.

We recognise the importance of the quality of our homes, and the value of a repairs service that gets things right first time.

We also know that our homes will need to become more energy efficient to reduce the fuel they use and to keep fuel bills lower.

We will:

- ✓ Provide quality homes and estates that our customers can be proud of through a new approach to property maintenance.
- ✓ Invest in modernising our homes to make sure they're desirable.
- ✓ Deliver an ambitious programme to improve the energy efficiency of our homes, reducing our customers' energy costs and environmental impact.
- ✓ Continue our uncompromising approach to building safety, keeping our customers safe in their homes.



Great customer experience

We'll continue to build relationships with our customers and deliver high quality services in a variety of different ways.

We keep our promises and get things right first time, so that our customers are happy with our services.

Our customers help us to shape the services we offer based on their experiences and their needs. We listen to and act on our customers' feedback,

and we're transparent about our progress and what we need to improve.

We want to be easier to work with. We'll extend and improve the range of services we offer through digital platforms, supporting more customers to access these services. This will empower our colleagues to support and spend time with customers on the issues that matter most to them.

We will:

- ✓ Place the customer's voice at the centre of how we work, to provide a first-class customer experience and get things right first time.
- ✓ Use technology to increase the accessibility of our services, improve our self-service options and deliver a seamless, consistent customer experience across all channels.
- ✓ Minimise the times our homes are empty.
- ✓ Work with our customers and partners to tackle anti-social behaviour.
- ✓ Make sure customers have equal access to our services by recognising and responding to the needs of people from all backgrounds.

Support for customers

We recognise the challenges our customers face. We'll work with our customers and support them to become more resilient, both to changes in their personal circumstances and to the financial uncertainty affecting society.

We will:

- ✓ Keep our rents and services charges affordable, delivering services that provide good value for money for our customers.
- ✓ Enable our customers to access financial resources that could improve their lives.
- ✓ Proactively help our customers access services they need, working with partners who provide complementary services and who share our priorities.



Community

Creating and sustaining communities where people want to live.

We want to create homes and places that have access to the right services, transport and green space.

By listening to our customers and communities, we can develop services that respond to their collective needs.

Every community has its strengths. We're committed to working alongside the communities we serve, helping to identify and use their strengths and helping them to thrive.

Thriving communities

Our communities are strong and valued by our customers. We recognise that many of our customers have faced considerable challenges, including economic, social, educational and health issues.

We believe that the strengths of our communities gives them the potential to thrive. We work with communities and partners who share our passion to draw out these strengths and bring people together.

We will:

- ✓ Understand our communities, identifying their strengths and assets.
- ✓ Develop and implement plans to increase connectivity in communities, using the skills and assets within them to achieve more.
- ✓ Work with partners who share our passion to deliver maximum benefit to our communities.

Newport and South East Wales need more quality homes. The housing crisis is holding back our region and its people. We want to play a major role in addressing this acute shortage, and have the capacity to play a positive role in supporting our communities. Creating sustainable communities means providing the right mix of homes in the right places.

More quality homes

We will create high quality, mixed tenure developments, including market sales and rental properties.

Providing the right mix of homes for our communities, we'll enhance our ability to develop more affordable homes. We will use great design and modern methods of construction to meet our ambition.

We will:

- ✓ Create over 1,000 new homes in the next five years.
- ✓ Develop well-designed, high quality, energy efficient homes.
- ✓ Identify where housing is needed and market conditions are favourable, investing in new strategic opportunities in South East Wales.
- ✓ Provide mixed tenure developments to meet aspirations at a range of price points.

Regenerating existing communities

We'll continue to invest in and maintain the quality of our estates and open spaces, working with our customers and partners to regenerate our existing communities.

To do this, we must understand our communities and the performance of our homes. We'll modernise our homes where appropriate; where they no longer serve the needs of our customers, we will explore and implement redevelopment solutions.

We will:

- ✓ Engage with customers and communities on options to replace homes that fall short of customers' requirements.
- ✓ Make sure that neighbourhoods and homes in our regeneration areas meet the needs of customers
- ✓ Work with others to identify and implement sustainable plans to enhance the economic and social potential of our communities.
- ✓ Promote sustainable and active travel through the design of our homes and neighbourhoods.





Colleagues

Empowering our colleagues to achieve great things

All of this is possible because of our colleagues. Our colleagues are motivated and driven by our purpose: to provide homes in communities where people want to live.

We want our colleagues to thrive, work collaboratively and feel empowered. We're confident in their abilities to create and deliver great solutions and services, making a real difference to the customers and communities they serve.

We want to be easier to do business with digitally. Our colleagues will be empowered and supported through technology to deliver convenient, efficient services. We will support our customers with greater choice over how they access and communicate with us.

Great colleague experience

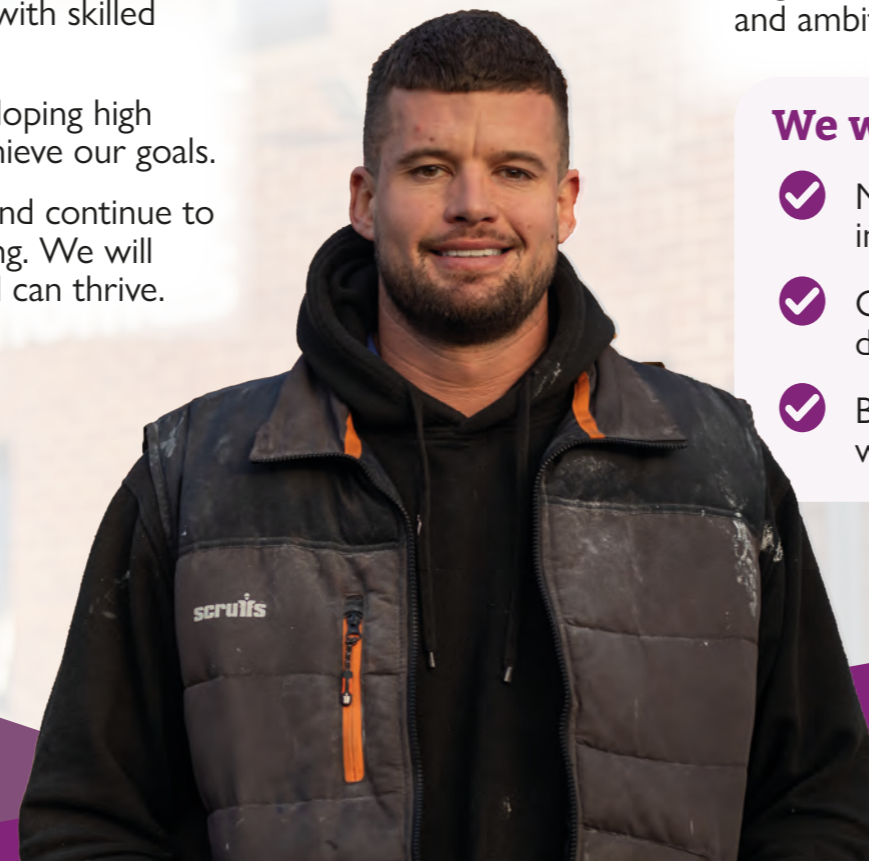
We have a strong ambition to be an employer of choice, with skilled and engaged colleagues.

We know our colleagues are crucial to our success. Developing high performing, flexible and agile colleagues will help us to achieve our goals.

We will focus on attracting and retaining the best talent and continue to build on our culture of inclusion, engagement and wellbeing. We will create an environment where everyone feels included and can thrive.

We are a financially strong association, which enables us to support reinvestment and growth. Our financial position gives us the ability to do more; we will improve how efficient and effective we are so that we can spend time on what matters to our customers and communities.

Doing things well is important to us. Our decision making is based on sound evidence and data. We will continue to evaluate the risks we face and our capacity to manage those risks to deliver our ambition. We pride ourselves on being a professionally managed association, giving confidence to our colleagues, customers, partners and investors.



We will:

- ✓ Develop and reward motivated, committed colleagues who are united in our shared purpose.
- ✓ Embed equality, diversity and inclusion into every aspect of the association.
- ✓ Build a diverse workforce that reflects our communities.
- ✓ Attract, retain and develop the best talent, supporting our colleagues to reach their full potential and deliver the outcomes our customers need.
- ✓ Be an agile association with ways of working that empower our colleagues to deliver valuable, efficient services.

A well run association

We will use our financial strength to maximise the impact we make for our customers and communities.

We will improve the effectiveness of our operations to achieve value for money in the services we deliver, enabling us to maximise our investment and the value we provide.

We are excited about the potential offered by new and emerging technology, and we will use it to empower our colleagues to achieve more. Data and feedback will inform our decisions and support us to deliver on our priorities.

Together we're stronger. We will partner with organisations who share our values and ambitions to achieve more in our communities.

We will:

- ✓ Maintain our financial strength to support our growth ambitions and invest more into our homes and communities.
- ✓ Continue to adopt and embrace innovative and smart technology to deliver great customer and colleague experiences.
- ✓ Be open to strategic partnerships and innovative delivery models that will help us do more for our customers and communities.

