

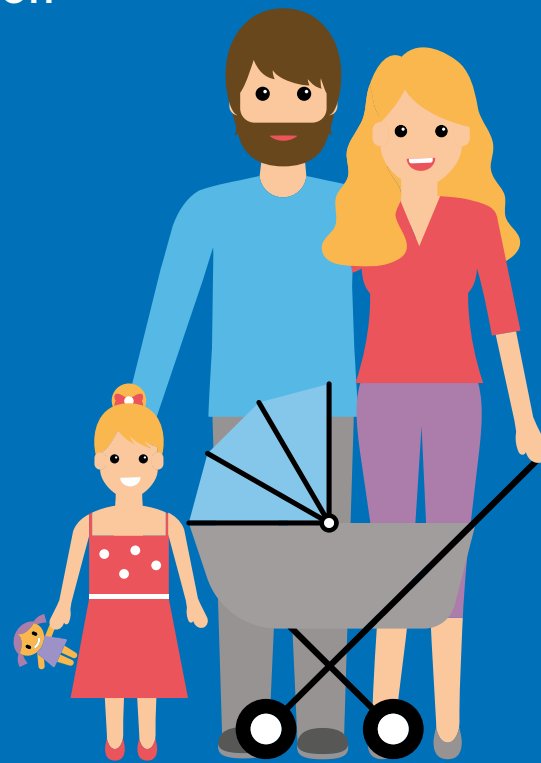
SELF EVALUATION

2019/20



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Published August 2020

Our self evaluation

Welcome to Newport City Homes – a housing association which aims to provide homes in communities where people want to live.

We have never been just a housing association. We are here to play a key role in transforming our city by creating vibrant and safe communities where residents are proud to live and work.

Every year, we share how we’re doing. This involves honestly evaluating our performance against our strategic objectives and reviewing the progress we’ve made during 2019/20.

Our self evaluation also helps us demonstrate how are we doing against the Regulatory Framework for housing associations in Wales. Welsh Government expects us to be well governed, financially well-managed and provide good quality services.

As this has been the final year of our 2020 Vision, we have reviewed our delivery against it since 2015 and are proud to share and

highlight the things we’ve been working hard to achieve. It has also helped us identify where our focus should be next and has informed our NCH Strategy 2025 – our strategy for the next five years.

So, this is how we think we’re doing, but we’d love to know what you think.

Tell us what you think

-  [NewportCityH](#)
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Residents at the heart



Putting our residents at the heart of what we do means offering services that are easily accessible, speaking with residents, listening to what they say, and acting on it.

What have we done?

Over the last five years, we have...

Opened a new city centre office at 195 Upper Dock Street.

Launched an online portal for residents to resolve simple queries 24/7, such as viewing their account and making payments. This also helps us to focus on more complex queries.

Embedded customer service standards to make sure we deliver an inclusive, consistent and high-quality customer experience.

Brought together our resident engagement and customer service teams to improve the way we engage with residents and build a deeper understanding of what's important to them.

Provided a new way for residents to get in touch through our web chat.

Established the resident Scrutiny Partnership to ensure our resident engagement is effective and that resident views drive our decisions.

Trialled and established our 'Good Start' approach which offers intensive support to all new residents for the first six weeks of their tenancy.

Continued to change the way we offer income support in response to the roll out of Universal Credit.

Joined the 'Free from Fear' campaign to combat domestic abuse.

Improving the customer experience

Since establishing our customer service offer in 2018, we've made a wide range of changes to improve the services that we know matter the most to residents.

This has been part of an on-going programme involving colleagues from all areas of NCH.

We've made it easier for residents to communicate with us and access our services at a time and place that best suits their needs. While we have improved our online services, improving our face-to-face services remains important to us. Many of our residents do not have regular access to the internet and some prefer to meet with an NCH colleague in person.



Feedback from residents since opening our @195 city centre office has been extremely positive.

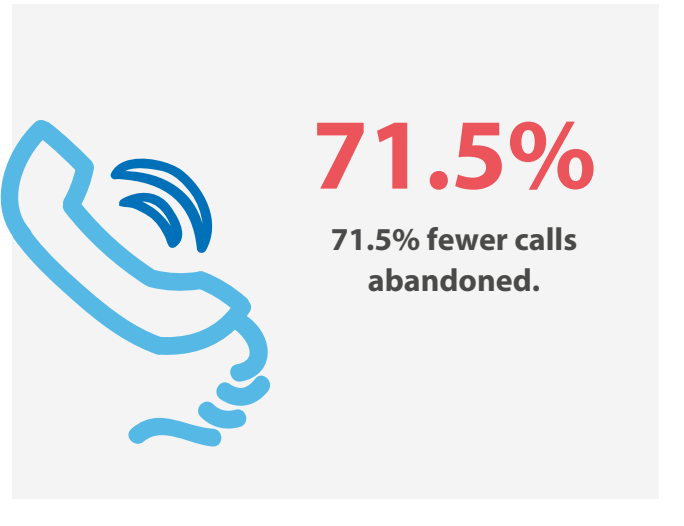
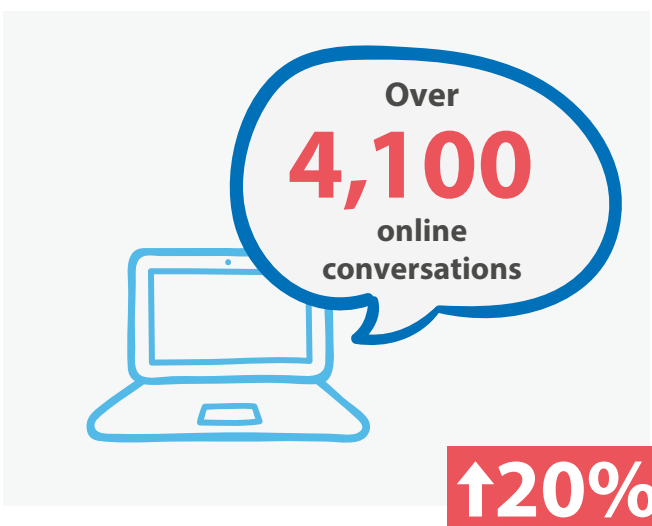
"Perfect location, it's easy for me to do my shopping at the same time."

"Feels more like home, much bigger and better."

"Better location, easier to get to than Nexus House, easy to park the car."

"This office is much better. Far less of a walk for me to get to. I told them and they listened to me. Thank you!"

Where have we improved this year?



Lettings Review

Our lettings and voids review redesigned our processes to improve the customer experience of moving into a new home and reduce the time properties are vacant.

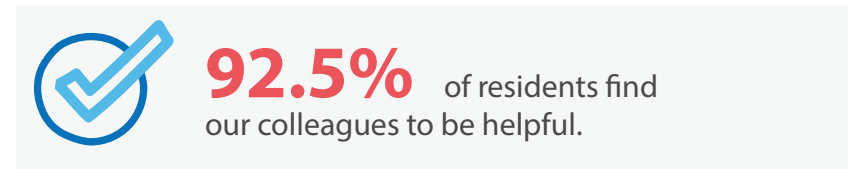
Since we introduced these changes in 2018, we have reduced this time by 24 days to 31 days at the end of March 2020.

This has resulted in a reduction in rent lost on these dwellings of £175,000 in 2019/20 compared to 2018/19.

This is a significant reduction, but we will continue to find ways to reduce this further.

We have seen performance improvements in many areas. However, we recognise there is more to be done to improve the satisfaction of our residents. That's why our new NCH Strategy 2025, as well as our Transformation Portfolio, are both underpinned by our commitment to improve service quality and resident satisfaction.

The Transformation Portfolio will redesign the way we deliver our services to improve resident satisfaction, deliver value for money and continue to be a well-run association. The programme will be supported by the digitalisation of services and processes and improved use of resources and data.



We're supporting residents to stay in their homes

A 'Good Start' for residents

Moving home can be a stressful experience. We want to make sure our residents settle into their homes and have the best chance of long-term success.

Following a successful pilot in February 2019, we now offer all new residents support in the first six weeks of their tenancy. For 65% of new tenants, we have been able to help change their circumstances for the better and improve the sustainability of their tenancies.

Our income support offer

We recognise that personal circumstances can change at any point in a resident's tenancy with us so we will always work with our residents to help them adapt to new situations.

In direct response to the transition to Universal Credit and wider welfare reform, we have regularly reviewed and adapted our income offer and targeted our resources to best meet the needs of residents to sustain tenancies.

Despite seeing a continued increase in the number of households on Universal Credit, the impact on rent arrears has slowed significantly. 2018/19 saw a 59% increase in tenant rent arrears which slowed to a 3% increase in 2019/20.

This reflects our commitment to early prevention and the help we offer to residents to maximise their income and maintain stable rent accounts which, in turn, reduces the risk of tenancy failures.



CASE STUDY

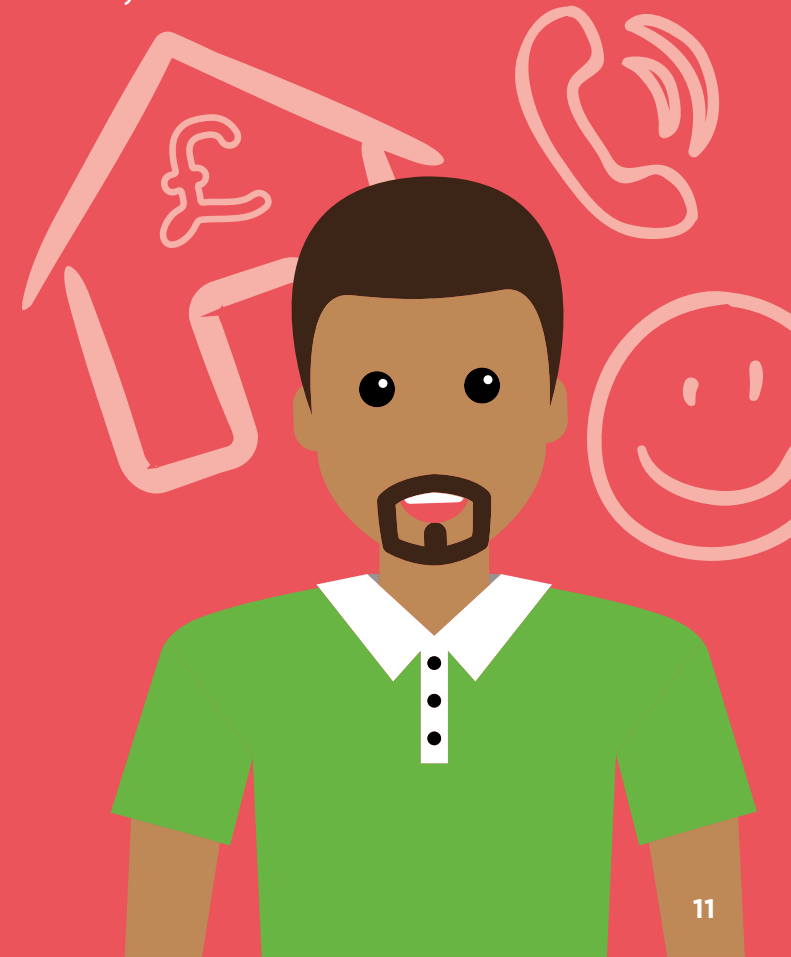
Resident supported to maintain their tenancy and become more financially stable as a result of applying for Universal Credit

Mr H, an NCH resident for over 20 years, had unexpectedly started to fall behind with his rent payments. His NCH income officer got in touch to see how we could support him. Mr H explained he had been on sickness leave from his work and physically unable to work full time for some time. He was unsure if he would return to work and told us he was suffering with alcohol dependency in addition to his financial struggles.

Mr H lives alone in a three-bedroom house. While this had been his home for a long time, financially, it was not feasible for him to remain. Having been put in touch with our tenancy support team, they found that if Mr H didn't return to work, he could apply for Universal Credit. He would then be eligible for a Discretionary Housing Payment of 25% of the bedroom tax, should he be willing to downsize to a smaller property. This would save him around £100 each month.

Mr H was receptive to these discussions and was successful in his applications, which included backdated payments. An application to downsize has also been made through the Council's Home Options system.

His rent arrears have since reduced substantially, and although Mr H is yet to downsize, he is now more financially stable and able to maintain his tenancy.



Playing an important role in preventing homelessness

Providing homes and supporting our residents to sustain their tenancies continues to be our main role in preventing and tackling homelessness in Newport.

Earlier this year, like many other housing associations in Wales, we made our pledge of “no evictions into homelessness”. We are also committw legal action as a last resort with other issues such as significant rent arrears, anti-social behaviour and other tenancy breaches.

In situations where residents are at real risk of losing their home, we work closely with Newport City Council to find the most effective ways of resolving issues and circumstances.

We are proud to continue working closely with Newport City Council and other local registered social landlords on the innovative ‘Housing First’ initiative in Newport.

The project aims to reduce street homelessness in the city and is designed to support people who need significant levels of help to move away from homelessness.



Even during the period of disruption caused by the Covid-19 pandemic, we have continued to provide accommodation for vulnerable people who are experiencing homelessness, suffering domestic abuse or are living in other difficult circumstances, as well as leasing properties to Newport City Council for temporary accommodation.

We have also acted swiftly to dedicate NCH colleagues to work with the council’s housing team to support individuals who are homeless and awaiting permanent accommodation, in response to increased pressures placed on public services.

“Housing First has been a successful model in tackling homelessness internationally, and we’re really pleased to be working with partners including Welsh Government, the local authority and support service providers to bring the approach to Newport.

“We’re committed to doing all we can to help those experiencing homelessness, and we’re delighted that through the Housing First pilot we have now helped seven people move into a home. We plan to build on this early success and work in partnership to eradicate street homelessness for good.”

Sharon Wilkins, Deputy Director of Homes and Communities

This is what our Housing First residents have told us

“My home is everything to me.”

“I haven’t had a bed for at least 6 years, I can’t wait to go to sleep.”

“The weight of the world has been lifted off our shoulders.”

“It feels great to have a place that I can call my own.”



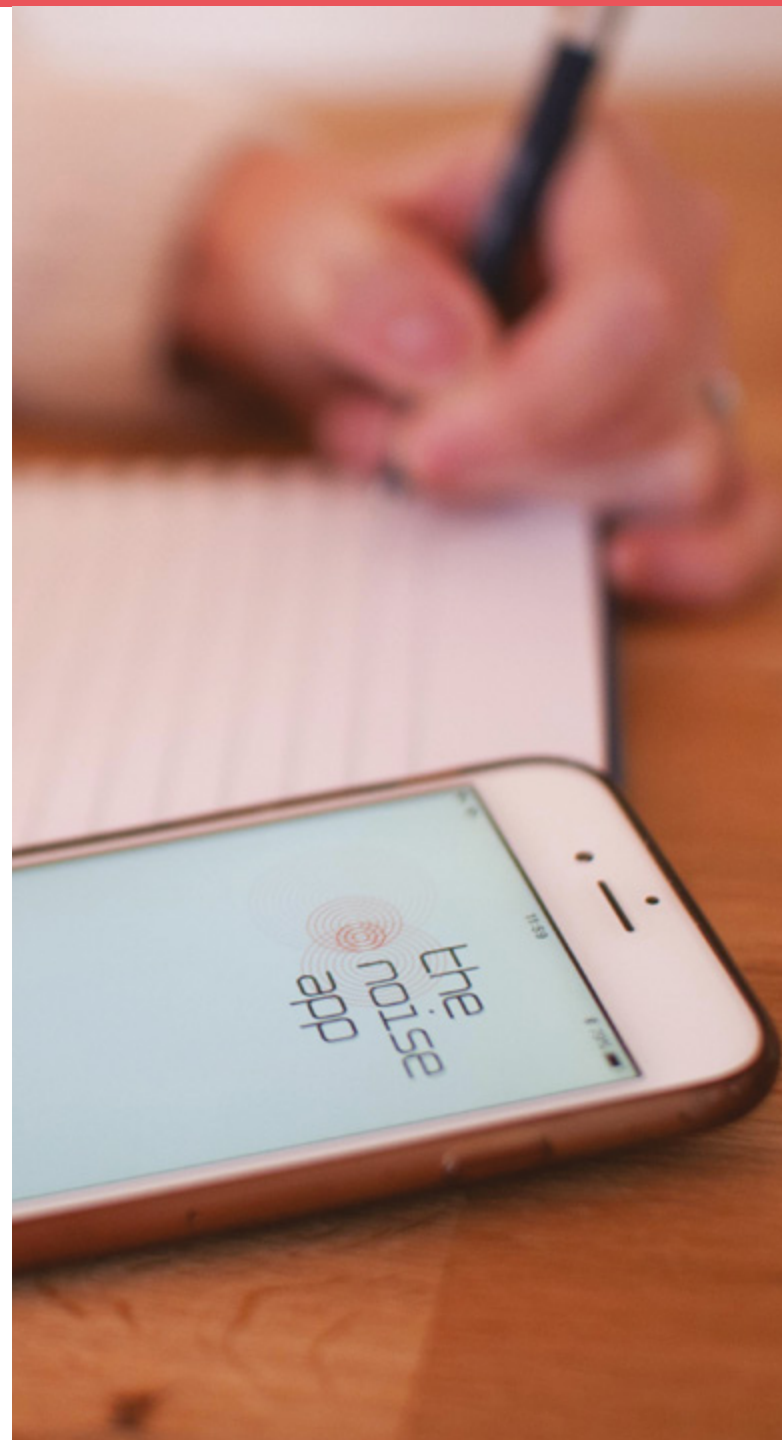
Tackling anti-social behaviour and domestic abuse

We have recognised that anti-social behaviour is a key area of resident dissatisfaction with us as a landlord.

We have responded to 939 anti-social behaviour cases this year and continue to work with our partners and support residents to resolve matters in the most suitable and effective ways.

The Noise App continues to offer residents an effective way of providing us with evidence of noise disturbance. By recording audio and text evidence, and submitting this to us through the app, we are in a much better position to review, investigate and act on the evidence.

This year, we have listened to almost 3,000 recordings, including recordings that have allowed us to respond to concerns of domestic abuse and safeguarding. It's also proven to be a useful tool for interacting with residents directly as we investigate each case.



Partnership working

Working with partner agencies has always been a vital part of our response to both anti-social behaviour and domestic abuse.

NCH colleagues attend, and often chair, Multi Agency Risk Assessment Conference (MARACs) to discuss high risk cases of domestic abuse. We also work closely with charities such as Women's Aid and Llamau to offer victims the support they need.

In the summer of 2019, a community safety hub near our Malpas Office was opened to create a co-working space for partners including neighbourhood policing teams, fire service, victim support and other social landlords in Newport. This has made a big difference to the way we work together and share information as incidents arise and has helped to achieve joint and proactive responses.

Eviction will always be a last resort, but where an individual's actions continually have an impact on a community, we take action to ensure the safety and wellbeing of residents.

We realise that through working with residents and partners, we can often achieve quicker and more sustainable outcomes for communities.

CASE STUDY

After receiving reports of people coming and going from a property within a neighbourhood, we became aware of a vulnerable resident who was being exploited by a group of people. They were using the resident's home as a base for criminal activity.

This practice is known as cuckooing and has a negative impact on both a community and of course the vulnerable person whose home is no longer their own.

Through taking swift action, and working in partnership with Gwent Police, the vulnerable resident has been safely re-housed, and the property closed.

"The family of the resident who was re-housed has told us that they are now thriving and continue to recover from the physical and emotional effects of having their home and income controlled by someone else. The wider community has also thanked us for bringing to an end what they called their 'nightmare' and allowing them to continue enjoying their homes free from fear and disturbance."

Liz Davis, Homes and Income Team Leader

Our approach to resident engagement

Scrutiny Partnership

As part of delivering our resident engagement strategy, we are committed to ensuring our residents have an impact on our decision-making.

Our Scrutiny Partnership, made up of seven NCH residents, evaluates our services and business decisions and challenges us to make sure residents' voices continue to be heard and considered in our strategic and operational decisions.

Since its inception two years ago, we have been extremely pleased with their enthusiasm, dedication and their overall development as a mature group that work well together and with the association. We're also grateful to have three new members join the partnership earlier this year.

As a group, they have continued to develop the skills, knowledge and understanding they need to fully question and hold us to account. This year, the Chair of Scrutiny Partnership attended our Audit and Risk Committee meetings and has provided valuable contributions and perspectives on behalf of the group.

They have:

- Scrutinised this annual self evaluation to ensure it is informed by resident feedback.
- Reviewed the effectiveness of the resident engagement strategy and its quarterly activity.
- Worked with our senior managers to review our progress in key areas and provided recommendations to further enhance how residents inform service improvements.
- Reviewed our Value for Money framework.
- Conducted mid-year and full reviews of our performance.
- Utilised their knowledge of the association to help inform the development of our new NCH Strategy 2025.

"What has been really good from my point of view is that they have taken note, they have listened to us, respected us and considered what we have said."

Joan Curnuck,
Scrutiny Partnership member



#Talkabout

Earlier this year, we held a #Talkabout with residents to discuss how they think we've performed against our 2020 Vision, in order to inform our self evaluation and future plans.

Residents' feedback:

- The support we offer residents to sustain their tenancies is valued and appreciated.
- It's important to develop new homes, but to continue to invest in existing homes and neighbourhoods.
- Reducing the carbon footprint of all our homes is important.
- Our programme to improve our repairs service is needed to improve satisfaction.

- We can do more to communicate our ambitions and progress against them.
- We are providing more ways for residents to engage with us.
- Partnership working with organisations who share NCH's values can avoid duplication of services and have a much greater impact in communities.
- We should make sure that young people are given opportunities to share their ideas for the future with us.
- There was good discussion which allowed residents to feedback their views on our services and they felt we listened and were able to answer to their questions.

Community Voice

Community Voice events are resident led and held in local communities throughout the year. These events give the community the opportunity to discuss things that matter to them, while also providing a range of activities for families during school holidays. This year, over 200 residents and community members attended four events organised in Underwood, St. Julians, Caerleon and Bettws.



Seasoned and Support (SAS)

Our SAS group meets regularly to discuss the things that affect and matter to older and disabled residents living in Newport City Homes properties. They help us to ensure we continue to meet the needs of residents with additional support needs. For example, they have provided feedback to key service areas including repairs, aids and adaptations, compliance and resident services. They receive regular updates on our aids and adaptations service and have also contributed to consultations on Board remuneration and rent setting.

Youth Foundations Consortium

As part of a consortium of housing associations, we have achieved the Kite Mark for engaging children and young people from Children in Wales. This reflects the processes, quality and experience we collectively demonstrate in our engagement work with these groups.

In the last few years, our work with Pobl to support UNITY, a forum for younger residents, has helped us to ensure young people have their voices heard.

The forum has been involved in a range of activities since it was formed, from running community events and projects to supporting homelessness charities and working with partners to give their views on affordable housing and community safety.

Our summary

Significant progress has been made in key areas that matter most to residents including the improvement in re-let times, the availability and accessibility of services and the effective management of significant welfare reform.

Despite this progress, we realise there is still more to be done in order to improve resident satisfaction. This is a key priority within the NCH Strategy 2025 and our Transformation Portfolio.

Our Customer Service Standards have been embedded in all activity and we have opened a city centre office as part of the enhanced customer experience. We have enhanced our digital offer with the launch of our online portal and highly successful webchat option.

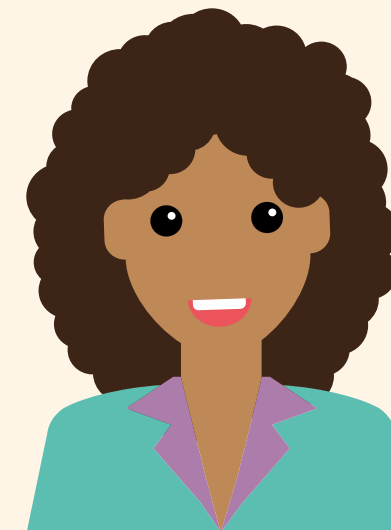
The resident Scrutiny Partnership has become established and works effectively to evaluate the effectiveness of the resident engagement strategy and ensures resident views drive our strategic and operational decisions. This is reported to our Audit and Risk Committee annually through the Resident at the Heart report.

Our rating



AMBER

There has been good progress in key areas, but we recognise there is more to do to improve our residents' customer experience and address issues that affect their satisfaction.



What next?

We will:

- Review our operating models to enhance service quality and cost and to improve resident satisfaction.
- Ensure our rents remain affordable and we continue to deliver value for money through the services that matter the most to residents. This will include developing an affordability model that underpins our social rent and service charge policy.
- Maximise the occupancy of our homes to ensure we are providing housing to those in need.
- Continue to work closely with residents and partners to tackle anti-social behaviour.
- Update our Resident Engagement Strategy and ensure we engage with a wider and representative group of residents, utilising range of engagement channels, including improved digital and online opportunities.

Investing in homes and neighbourhoods



Greenwood tower block, St Julians

We will identify, resource and deliver works to maintain and enhance our homes and neighbourhoods.

Having a safe and warm place to live and call home is the starting point for everyone to be successful in their lives. We believe good housing should be a basic human right. That's why we are continuing to invest in homes and neighbourhoods across Newport.

What have we done?

Over the last five years, we have...

Completed our improvement programme to bring all homes up to Welsh Quality Housing Standard (WHQS) within the first year of our 2020 Vision.

Commenced a programme to improve the efficiency and effectiveness of our repairs service to maximise value for money and improve the experience for residents.

Delivered an ongoing investment programme to maintain all homes at WHQS.

Enhanced the way we use and manage our data to deliver more efficient and effective maintenance programmes and to provide enhanced assurance of our compliance with landlord health and safety obligations.

Responded quickly and comprehensively to the health and safety recommendations that arose after the Grenfell tragedy.

Overhauled our landlord health and safety data management systems to enhance data integrity and assurance.

Established a new communal cleaning team to deliver a consistent service across all communal areas.

Home quality

We are committed to maintaining the quality as well as improving their energy efficiency. This year, we have invested £8.7 million in our capital planned maintenance programme.

- 71% of residents are satisfied with the quality of their home.
- We have made good progress to reduce the carbon footprint of our homes through WHQS works.
- The average energy rating of our properties is 71 (equivalent to an EPC Band C), which is higher than the overall Welsh average rating of 61.
- We have developed an asset management model, which categorises our properties and will help make long term decisions about our investment, including our response to tackling climate change and fuel poverty.

Asset Investment 2019/20	
Communal Heating Upgrades	£280,800
Roofing and External Wall Insulation Improvements	£2,128,994
WHQS: Component Replacements	£1,567,000
Communal Area Improvements	£1,353,505
Environmental Improvements	£800,635
Aids and adaptations	£866,000
Final expenditure to upgrade cladding on tower blocks	£2,570,000

Our adaptations service

We help hundreds of our residents each year to adapt their home to make everyday tasks easier. Whether it's grab rails, stair lifts or level access showers, we know they make a big difference in helping residents to maintain their independence and supporting those returning from hospital.

In a survey of residents who received stairlifts and level access showers this year, 100% of residents said the works have made a difference to their wellbeing and independence.



Here's some of the feedback we received from the 600 households we supported this year:

“This will make a total difference to my life as I will no longer have to spend the bulk of the winter upstairs.”

“I was very pleased with the results. It has made a big difference to my life.”

“I am totally satisfied with the work done - it has made life so much better.”

“I am much safer now.”

“We are both over the moon, especially with the work, and professionalism of the gentlemen that did the work for us.”

Home safety

The safety of residents has always been, and continues to be, our highest priority.

- 99.9% of our homes continue to be gas safe compliant.
- 100% of our homes had an electrical inspection within the last five years.
- Our boiler replacement programme ensures they remain compliant and efficient.
- We continue to undertake fire safety inspections which include smoke detectors, heat detectors, lifts and communal water systems.

Fire safety

Never has the safety of residents been more sharply brought into focus than in the aftermath of the Grenfell tragedy. We took immediate and comprehensive action to reassure and enhance the safety of residents living in our three tower blocks.

As part of this work, we installed sprinklers into individual flats and communal areas of each of our three tower blocks within months after the tragedy.

In 2019, we completed the removal and replacement of cladding on our final tower



Rob Lynbeck, Rebecca Evans, Nicola Somerville

block. The original cladding was replaced with new materials that passed stringent fire safety testing and we also installed sprinklers.

Feedback received from residents gave us further assurance we were not only meeting but exceeding our fire safety regulation requirements.

This work has been recognised as best practice by Welsh Government and was awarded the Safety Board Leadership & Participation Award in 2019.

To further enhance our approach to fire safety within our 55+ schemes and two and three storey flats, we are planning a programme that prioritises the installation of sprinklers. This approach has been approved by South Wales Fire and Rescue Service and will be subject to a robust fire risk assessment review.

Home maintenance

We are committed to delivering an effective, efficient and valued repairs service.

- 68% of residents are satisfied with the way we deal with repairs and maintenance.
- We have spent £14.7 million on our day to day maintenance services.
- We continue to expand our employment of skilled operatives such as plumbers, electricians and wet trades in order to increase the efficiency of the service and improve satisfaction.
- We have upskilled and trained colleagues so that they are better able to respond to service requests that require multiple trades services.
- We redesigned our repairs process to deliver an automated system that analyses demand and schedule repairs efficiently and effectively.



Your neighbourhood

While we continue to invest in our properties, we know how important our estates and neighbourhood services are for making your community a great place to live.

67.3% of residents are satisfied with their neighbourhood as a place to live.

- We established a new communal cleaning team to deliver a consistent service across all communal properties.
- We continue to work in partnership with organisations and services across Newport to tackle littering and fly tipping on our estates.

CASE STUDIES

Bettws communal waste pilot

We know the visual appearance of our communities is important to our residents. Waste, littering and fly tipping can have a negative impact on how residents feel about their home, so we are working with Newport City Council, WasteSavers and other partners to tackle this anti-social behaviour and find solutions.

A pilot scheme in Bettws has seen large communal bins replaced with individual bins for each property involved. These changes have been embraced and welcomed by residents, who are adapting well to these changes and have already seen the positive difference this makes to their communal areas. Collections of waste by the association have reduced by 80% and recycling has increased. As a result of the success of the pilot Newport City Council is looking to expand this approach across the city.

Beatty Road green space, Ringland

The large green space had become a focal point for commercial fly-tipping and seasonal anti-social behaviour, predominantly leading up to bonfire night. Not only were residents frustrated but this used up significant resources from NCH, the Fire Service and the Police to help deal with this serious fire risk and to clear and regrow the damaged green.

During the clearance work, an NCH caretaker was approached by residents expressing their concerns. Our caretaking team has worked with the local community to plan and plant six cherry trees. This positive engagement has continued during the year and the area has been respected as a green space which can be enjoyed by the whole community.

Improved parking for Cae Brandi residents

Residents told us parking had become a significant issue, particularly for elderly and disabled residents. They told us these designated spaces were too small and were often taken up by cars from people who did not live in the scheme.

We were able to expand the carpark as part of our environmental improvements for the area. We increased the size and number of the spaces, including disabled spaces, and reinstated signage at the entrance of the car park.

Through our community consultation, we found out how important having an outdoor space would mean to them. We worked with them to provide a new and improved seating area, which is used regularly to socialise and enjoy the outdoors with neighbours and family.





Milton Court, Ringland

Our summary

We completed the WHQS programme during the first year of our 2020 Vision and have implemented a planned programme to maintain all homes to this standard.

The WHQS programme has improved the energy efficiency of residents' homes and we will now accelerate a programme of decarbonisation to reduce the carbon footprint of our properties.

We overhauled our landlord health and safety data management systems to enhance data integrity and assurance.

We responded quickly and comprehensively to the impact of Grenfell to enhance the safety of residents.

We commenced a programme to improve the efficiency and effectiveness of our repairs service. The programme remains in progress and is a key priority for the association in order to improve the resident experience and to drive up satisfaction.

Our rating



AMBER

There has been good progress in key areas, but we recognise there is more to do to improve our residents' customer experience and address issues that affect their satisfaction.



What next?

We will:

- Continue to transform our repairs service to deliver a right first-time service.
- Analyse the performance of our properties and make the right investment decisions.
- Invest in and modernise our properties to enhance their desirability.
- Deliver an ambitious programme of decarbonisation that improves the energy efficiency of our homes, reduces residents' energy costs and reduces our environmental footprint.
- Continue to invest in our neighbourhoods to create attractive and desirable places where our residents are proud to live.
- Continue our uncompromising and sector-leading approach to ensure residents are safe in their homes.



Provide new homes

We will maximise the supply of quality new homes and regenerate our communities.

Newport is one of the fastest growing cities in the UK with an increasing population and strong economic potential. The city also has a significant shortage of homes at a range of price points. We are committed to our role in supporting Newport to fulfil its potential by delivering on plans to maximise the supply of new homes. We are also focussed on working with our residents to regenerate our existing communities.

What have we done?

Over the last five years, we have...

Put in place a programme to develop over 250 new homes for every year of our NCH Strategy 2025.

Completed 62 new homes.

Started work to build an additional 217 new homes.

Developed a pipeline of over 1,000 new homes which brings in new land opportunities, partnership deals and opportunities to regenerate our existing homes and communities.

Put in place the financial capacity to deliver our ambition through refinancing.

Developed strong relationships with local SME contractors who want to work with us.

Established an experienced and growing Development and Regeneration team to realise our development ambition.

Begun a major regeneration scheme in Ringland that will demolish 26 properties, establish a new shopping centre and develop 163 new homes.

Attracted £11.6m development grant from Welsh Government to support the provision of affordable new homes.

Regeneration of existing homes and neighbourhoods

Some of the areas in which we operate offer huge potential for regeneration. We will continue to invest in the whole built environment to maintain the quality of our estates and work with our residents and partners to regenerate our existing communities to help them thrive. We're currently focusing this activity in the communities of Pillgwenlly and Ringland.

Ringland

Our masterplan for Ringland will see over £40m invested in the area with the aim of creating an attractive, vibrant and modern place to live and work. This is a result of more than five years of consultation with our residents and retailers, with ongoing engagement continuing throughout the different phases of the programme.

Cot Farm

The first phase of Ringland is at Cot Farm. The scheme, delivered with Lovell Homes, started on site in January 2019. Residents moved into the first of the 55 new homes in February 2020 with all homes expected to be complete by autumn 2020.



Mountbatten

The next phase of regeneration will begin in October 2020. It will include 12 one and two-bedroom flats and 12 two and three-bedroom semi-detached houses. This replaces 12 existing properties at Mountbatten Close. The residents of these existing properties have been offered the opportunity to move into one of the new properties at the nearby Cot Farm development.

Transforming the existing shopping centre

We have worked with local residents, businesses and the wider community to develop, shape and finalise this phase of the Ringland masterplan. Subject to receiving detailed planning approval, the existing shopping centre will be demolished and replaced with a new, more accessible centre. This will consist of 11 commercial properties and 163 new homes to create a well-designed neighbourhood. Work is expected to begin from summer 2021.

CASE STUDY

Supporting residents in Newport

Elaina, a Ringland resident, joined one of our contractors as a labourer in 2019 and has been a huge success!

Elaina first came to an apprenticeship information session, where she was keen to take part in a work experience placement. After impressing the team at Lovell Homes with her hard work, she was offered a position as a labourer on our Cot Farm development in Ringland. Elaina works flexible hours to fit her work around her two young children.



"I went to the apprenticeship information event in April 2019 and was invited to complete two weeks work experience.

I'm still here and looking forward to developing my skills further!

I love working with the team at Cot Farm – they've made me feel really welcome."



Pillgwenlly

Pillgwenlly

Work is progressing on our £7.9m Pillgwenlly regeneration scheme. Nine flats and two new houses were built by contractor, United Living, and completed in February 2020.

As part of our work, we built a community hub, 'The Bigger Picture', which is run by a group of residents. The Bigger Picture is a positive group in the community providing support to over 70 families.

We will complete the remaining works through new partnerships in line with planning permission, which includes highway works, and external landscaping works.

Longmeadow Court

Longmeadow Court is a former sheltered housing scheme which was not fit for purpose and proved difficult to let due to the type of accommodation.

We have been working closely with the local community on our plans and received overwhelming support to transform the older, unsuitable buildings into brand new sustainable homes that are fit for the future.

We will be building 35 new homes on the site, with a mix of houses and apartments to meet the needs of the local community. Following the recent approval of planning permission, work is expected to start later this year on this £5m scheme.

Our new homes

The demand for affordable housing through rental or ownership in Newport continues to increase and we are committed to maximising the supply of new homes. The homes we develop are well designed, energy efficient and connected to their wider surroundings.

By continuing to take a place making approach to the planning and design of our developments, we are maximising the wider benefits to people's wellbeing, the environment and local economy. This includes promoting sustainable and active travel to give greater access to a range of employment and educational opportunities.

Glen Court

Our Glen Court development was completed in Spring 2018, marking our first new build properties since our inception in 2009.

Local contractor P&P Buildings helped us to deliver the £1.5m scheme in Bettws, which created 11 new family homes and a bungalow equipped for people with disabilities.

The project marked a landmark moment for Newport City Homes – the start of delivering our ambition of helping to tackle the housing need in the city.



Somerton Road, Lliswerry

Somerton Road

Based on the former Kings Hotel site, we provided 25 new homes in this £3.3m scheme with P&P Builders. Work was completed a month earlier than anticipated in December 2019, which meant residents could move in before Christmas.

"We're so pleased to see our new residents move into Somerton Road. The local community has been involved from the beginning, and we've had regular site visits from Lliswerry Primary School as part of their on-going construction project, so there's a real sense of pride and community spirit watching new residents move in."

Laura Palfrey, Development Partnership Co-ordinator

The Centurion

We are providing new affordable homes including a block of six 2-bedroom flats, two 2-bedroom houses and two 3-bedroom houses. On the site of the former Centurion Inn, the derelict building had become an eyesore for the local community, particularly after it suffered significant fire damage earlier in the year. Despite delays caused by the Covid-19 pandemic, we aim to complete the £1.6m scheme in autumn 2020 with P&P Builders.

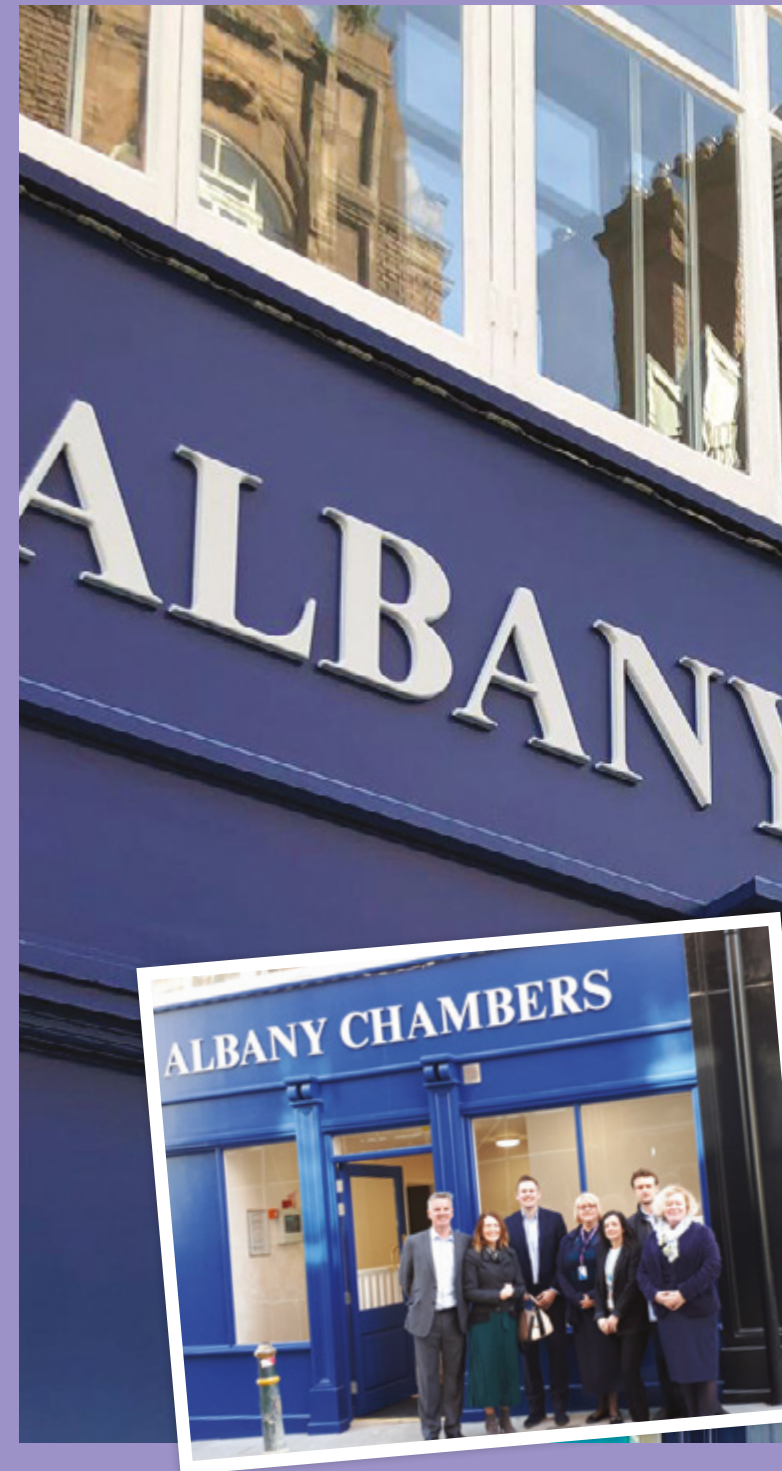


Coverack Road

We are delivering 76 new homes, near the George Street Bridge, which is a £10.6m scheme being built by Jehu Project Services. These will provide much needed one and two-bedroom apartments for the area near to the city centre.

As well as apartments for social rent, there will also be a mix of tenures including private rent as well as affordable home ownership opportunities such as Rent to Own and Shared Ownership. These exciting home ownership schemes are supported by Welsh Government and will help first time buyers to get on the housing ladder sooner.

All homes will be fitted throughout with an all-electric system to improve their energy efficiency. Photo-voltaic panels will also be used to help heat the communal areas and improve the development's overall environmental sustainability.



The city centre

We recognise the importance of a vibrant city centre as a key element in supporting Newport to fulfil its ambition to be a key regional centre for employment, retail and entertainment. We are working with the local authority and other partners to achieve this shared vision.

Albany Chambers

In April 2019, we opened our first city centre scheme, which saw £1.9m invested in providing nine high-quality affordable apartments, delivered by MVR solutions. These are designed for those who have a need to be located within the city centre, for work, education or support.



Charles Street

This beautiful building and former arts college will create a space for city centre living. Through our work with local contractor MVR Solutions, the building will be converted into 15 new one and two-bedroom flats, while respecting its architecture. This £2.7m scheme is due to be completed in autumn 2020, subject to Covid-19 government guidance, as part of our second scheme with this Newport-based contractor.



Caerau Road

In another conversion scheme, we are working with Cardiff-based designer and builder Your Space Projects to convert a former office block into apartments.

The refurbished building will provide six apartments made up of four 2-bedroom and two 1-bedroom apartments, along with off road parking. The scheme is expected to be completed in summer 2020.

Olympia House

Following the purchase of the former Passport Office in Newport city centre in early 2020, Olympia House will become our first mixed tenure scheme. It consists of 62 new properties for social and private rent, as well as home ownership through rent to own and shared ownership schemes. It also includes 10 retail units on the ground floor.

The one and two-bedroom apartments will provide much needed accommodation in the heart of the city centre, on Upper Dock Street near to Newport's main transport links. These new homes are expected to be available later in 2020 and will be marketed through our partner agents Peter Alan.

A pipeline for the future

To achieve our ambition of providing at least 250 new homes every year, it is important that we seek out opportunities to develop new homes. Our plans involve multiple developments across the city, where we have purchased land to build sustainable and connected new homes with enhanced energy efficiency and high design standards. Our plans include a further commitment to work with the local authority and other key partners to redefine the city centre as a great place to live, work and socialise.



Old Town Dock

We are working through early stage designs for our Old Town Dock development, which are expected to include 170 new homes with a mix of tenures. With planning permission due to be submitted later this year and work on-site will begin from summer 2021.

We are considering options for off-site manufacturing (OSM), a modern method of construction. OSM offers a range of benefits including improved efficiency and quality construction, reducing our environmental impact and minimising disruption for the local community.

The site will also include a coffee shop to complement the overall plans for the development. Building work is expected to start towards the end of 2020. Not only is this our first purpose built commercial development, but it will be our first zero-energy build. The eco-friendly shell design will help to greatly reduce the building's energy needs and carbon footprint.



Cot Farm, Ringland

Our summary

As part of our 2020 Vision, we set out our ambitions to help tackle the housing crisis across Wales and to build affordable homes that are fit for communities now, and in the future. We are proud of how much we have achieved in establishing our ambitious development programme.

We have an experienced and skilled Development and Regeneration team that is committed to building quality new homes and to regenerate homes in Newport's much-loved existing communities. Our team recognises that great homes are about more than bricks and mortar and is passionate about creating well designed and energy efficient homes and communities.

Our stronger financial position has enabled us to put in place the funding, through refinancing, to deliver on this ambition and support the development of over 250 new, and much needed, homes for every year of our NCH Strategy 2025.

A land acquisition and development pipeline has also been established, with further opportunities being sought.

The substantial grant support received from Welsh Government is also welcomed and appreciated and contributes significantly to the provision of new affordable housing in Newport.

Our rating



GREEN

We are satisfied and proud of our progress and the role we are playing in providing much needed affordable housing in Newport.



What next?

We will:

- Continue to maximise the supply of new homes within mixed tenure developments in areas where housing is needed and market conditions are strong.
- Ensure that our new homes are well designed, high quality and energy efficient.
- Continue to invest in the whole built environment to provide connected, sustainable and desirable places to live.
- Understand the potential of modern construction methods to enable fast delivery of high-quality products.
- Deliver mixed tenure developments to meet housing need and aspirations at a range of market options and affordable price points.
- Consider establishing a private rental portfolio and enhance our commercial property portfolio to meet market demand, support business growth and to provide community facilities that people want and need.
- Engage with residents and communities on options to replace homes that fall short of modern requirements.

Making a difference in our communities



We will work in partnership with a range of stakeholders to improve the social and economic prospects of Newport's residents. We will support our residents to help unlock their potential for the benefit of households, their community and the city of Newport.

What have we done?

Over the last five years, we have...

Supported 62 individuals to secure employment following participation in our apprenticeships, academy and wider community benefits programmes.

Provided 38 residents and community members with valuable paid work placements through the NCH Academy.

Supported residents in need of additional help to maintain their tenancies and live independently.

Provided 19 apprenticeships for individuals to earn while they learn.

Supported residents to gain over £3 million in additional benefit income.

Changed our specialist housing offer for people over 55 in response to external funding changes. This allowed us to improve and continue the services our residents value the most.

Worked with a range of partners to support local communities and improve the health and wellbeing of our residents.

Improving employment prospects

NCH Academy

The NCH Academy has been offering valuable six-month paid work placements for the past eight years. The aim of the Academy is to provide support to residents and community members who have been unemployed for long periods, lack work experience or are looking for a career change by providing them with experience, confidence and opportunities to expand their skills and increase their career prospects.

This year, 11 trainees have benefited from these work placements. Seven trainees have since secured employment, including three trainees who have started new roles with NCH. Two trainees have also begun apprenticeships with us.

We'll be looking to provide new opportunities through the academy and are currently exploring how we adapt our offer during the disruption caused by Covid-19.



Kristian Barrett, former Academy trainee

Apprenticeships

We have been providing apprenticeship opportunities for individuals to earn while they learn and follow alternative routes into employment since 2012.

Apprentices gain vast knowledge and experience in different environments across a wide range of roles while working with experienced staff to gain job-specific skills. These individuals also gain nationally recognised qualifications with our partner training providers.

As we expanded this scheme, we have created apprenticeships in customer service, housing services, accountancy and business administration, in addition to trades roles.

This year we had three new apprentices start, while six continue to progress through their experience and learning. We will also explore new office-based opportunities in our digital services and human resources teams.

Ethan Hadley completed his carpentry apprenticeship back in 2016 through our Shared Apprentice Scheme. He's still very much part of Team NCH putting his skills to use as a carpenter.

David Kerr, who is one of our wet trades, also started with us through apprenticeships in plastering in 2017.

Working with local schools

We have worked with local schools to create awareness of career options available in housing, whilst also improving school leavers' employability skills as they prepare for the world of work. This has included attendance at careers fairs, talks at assemblies, mock interviews, CV writing and LinkedIn masterclasses.

NCH has also sponsored nine parents of Llanwern High School to sit GCSEs in Mathematics and English to help them support their children with their studies and to increase their own employment prospects.

"Last summer I attended the GCSE results day at Llanwern High School, seeing the excitement on parents' faces when receiving the grades they needed to progress on to further education to pursue their chosen career path really brings to light the impact and benefit this scheme has had on individuals lives."

Kate Adams
Employability Business Partner

Supporting and sustaining tenancies

Our tenancy support team has provided essential support to our residents in 768 cases this year. Depending on their own needs and circumstances, residents are offered free, confidential advice and support to help maintain their tenancy and to live independently.

This includes help with budgeting, managing debt and rent arrears as well as accessing additional welfare benefits. In 605 of these cases, we were able to successfully support and meet the needs of our residents.

Through our sustainability fund, we have also helped 92 households this year, during some of the most difficult moments in their lives. This has helped fund various needs including utility top-up payments, flooring and emergency baby supplies.



Maximising residents' income

We're committed to helping residents increase their disposable income, making sure that the ability to access financial support is available to all. Our experienced in-house team works closely with residents to support them in increasing their full financial entitlement.

We've partnered with Money Saviour, a social enterprise that supports people struggling with debt, so that 136 of our residents were able to receive further help with their finances this year.

This year, we helped residents to:

- Save £71,500 on their water bills.
- Access £190,000 through grant support, including the Discretionary Assistance Fund.
- Access additional housing benefit of £115,000.
- Access £887,000 in welfare benefits and Universal Credit.

Intergenerational approach to health and wellbeing

We offer a full range of activities for residents living in our 55+ schemes to help them keep healthy and active, connected with other residents and to feel part of the wider community. In addition to coffee mornings, bingo trips, fundraising events and Christmas celebrations, we often work with and involve partners, communities and people of all ages to offer opportunities including:

- **Growing Together with Keep Wales Tidy:** We're supporting Keep Wales Tidy's intergenerational project, Growing Together, by involving residents at our Milton Court 55+ scheme with pupils from Milton Primary School. Together, they have been growing fresh food and exploring digital technology.
- **Standing Together Cymru:** Over a six-month period, Mental Health Foundation staff facilitated weekly activity sessions in three schemes to improve the wellbeing and create new social groups. Our tenancy support and wellbeing team has continued to host coffee mornings to help sustain the groups.
- **Tea and Tech:** Offering one to one digital support to residents and held awareness sessions at three schemes.

- **Movement to Music:** Armchair activity sessions at Aneurin Bevan Court help residents to keep active, healthy and connected. Residents have enjoyed getting together and having a bit of fun.
- **Hybu Pobl Ifanc:** Since September, young people from this St Julians group have visited our schemes to take part in activities including gardening and singing.
- **Woodland Routes to Wellbeing:** Since November, residents in Duffryn have been regularly joining in the woodland craft activities thanks to the work of Duffryn Community link and partners.
- **Generation Crossover:** This intergenerational befriender project, with local schools and residents at Westgate Court and Aneurin Bevan Court, has been organised by mental health charity, MIND. It has helped to promote mutual understanding between generations and support mental health.
- **Digital Heroes:** In partnership with Digital Communities Wales and Ysgol Gymraeg Casnewydd, we've linked up children and residents to support digital learning.

Community benefits

In addition to the programmes we support to improve the economic and social prospects of Newport's residents, many of our contracts request a 'community benefit' in line with the Welsh Government Community Benefits Policy.

Our community benefits fund has helped 15 community projects across Newport this year. This has included providing litter picking equipment for community groups in Duffryn and Pillgwenlly and supporting a community centre in St Julians. We have also continued to support the 'Fit & Fed' programme through our partnership with Newport Live. Hundreds of children have been provided with meals and benefitted from meeting new friends and playing sports during school holidays.



CASE STUDY

Newport youngsters meet their football heroes

Last year, we teamed up with Lovell Homes and Football Association Wales (FAW) to offer local football fans the chance of a lifetime to meet their idols in the Wales football team.

Young people from youth and football clubs in Ringland and the surrounding area were invited to watch the team in a training session, followed by a meet and greet session where they could chat to the players and get autographs.

One of the youngsters said:

"It's a great opportunity to come here with all of my friends and to meet so many inspirational people... and I got a football shirt signed by Ryan Giggs for my team, Albion Rovers."



Gareth Bale with young people from Ringland

"This was a fantastic opportunity for these young people to meet their football heroes, and a great example of how partnership working can really benefit the local community.

"The new affordable apartments and houses in Ringland will help tackle the housing need in the city, and it's important to work closely with local people and residents throughout the regeneration."

Nicola Somerville, Chair of the Board at Newport City Homes

"We are thrilled to have been able to make dreams come true for these young people and we take pride in being able to build and develop communities in the areas we work in.

"In addition to the new homes and apartments, an important part of this redevelopment scheme is the increased job and employment opportunities for unemployed residents and the local community."

Bernadette Vickery, Community Coordinator at Lovell Homes

Our summary

We focused on supporting communities through our employability, financial inclusion and wellbeing initiatives.

The apprenticeship and academy programmes have supported a consistent number of residents to progress their career ambitions and secure employment over the last five years.

We have prioritised support to help residents maximise their income and maintain stable rent accounts. In five years, we have supported residents to gain over £3 million in additional benefit income. Our targeted approach has been successful in reducing the risk of tenancy failures.

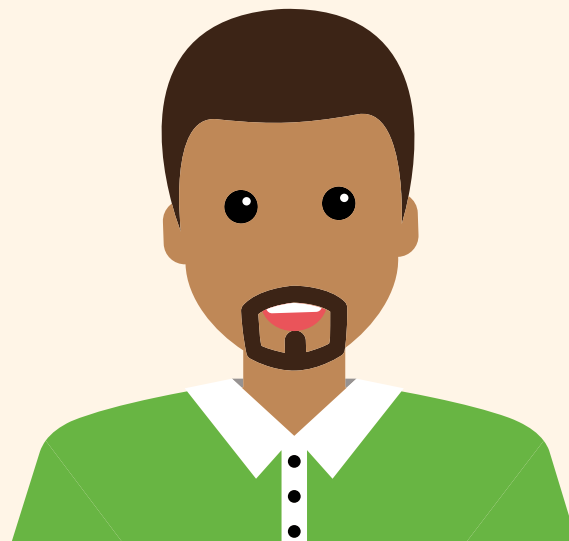
We have recognised the fast-changing environment we operate in and have prioritised a 'social purpose' programme to understand and define our role in the community.

Our rating



AMBER

We are proud of the achievements and the positive difference we are making in communities. However, we want to make sure we target our efforts in the most effective way to have the greatest impact.



What next?

We will:

- Develop a stronger understanding of activities, partnerships and opportunities that will have the greatest impact on residents and communities.
- Prioritise a 'social purpose' programme to understand and define our specific offer, what we will deliver, what will be delivered with partners and confirm those services we will not provide.
- Align our activities with our role as a responsible, social landlord and which enhance the sustainability of tenancies as well as the economic, social, environmental and cultural well-being of our communities.
- Support our residents to sustain their tenancies and adapt our approach in response to any challenges they may face.
- Work with partners to increase financial and social investment.
- Ensure the community benefits achieved through procurement are fully utilised and lead to a positive impact on communities.
- Leverage our position to attract grant funding and other sources of investment and resources to support thriving communities.
- Use local goods and services to strengthen the local economy when appropriate.
- Seek opportunities to collaborate with others who share our vision and can add value to our communities.
- Utilise our resources and expertise to support the work of others in our communities where it improves the social, economic, environmental, cultural and wellbeing of our residents
- Work with partners to enhance our neighbourhoods, making them greener and healthier places to live.



Strong and effective organisation

We are committed to continuous learning and improving the way we work, to make the most from our resources, people and partnerships so that we can do more for our communities.

What have we done?

Over the last five years, we have...

Approved our new five-year strategy which sets out ambitious and deliverable objectives to provide first class services, maximise supply of new homes and regenerate existing communities.

Improved our financial position, with an operating margin of 16.82% in 2019/20, ensuring that we can invest more in new homes and services our residents value.

Implemented our value for money action plan to continue to improve our financial strength.

Secured over £120 million of finance to deliver on our development and regenerations ambitions.

Enhanced procurement arrangements whilst achieving over £200,000 savings.

Increased positive colleague engagement by 11%.

Enhanced our approach to recruitment for attracting a talented and more diverse workforce.

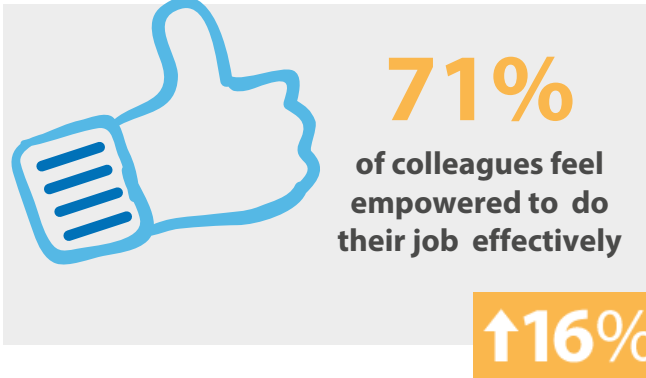
Further enhanced our risk management systems to ensure we continue to identify, assess and manage risks effectively.

Developed and implemented our data integrity programme to improve the quality of information available to enhance our decision-making and to support the delivery of quality services.

Enhanced our digital capability to improve services for our residents and colleagues.

Our people

Our colleagues are our greatest asset. We are motivated, skilled and have a passion to do the right thing. We will continue to invest in our colleagues so that their skills keep pace with emerging challenges and ensure we are best placed to maximise opportunities presented by new technology.



Our colleagues possess a wealth of knowledge and experience from working with our residents and in our communities.

Our colleague engagement survey in 2019 showed they have a strong understanding of our strategy and ambitions.



Earlier this year, more than 330 colleagues came together to discuss the future direction of NCH and where we should be focussing our efforts. This extensive association-wide consultation resulted in over 1,000 individual contributions.

These have informed our self evaluation for this year, as well as contributing to the development of the NCH Strategy 2025, and how we will achieve it together.

Our people will continue to be the driving force of our strategy; helping us all to make the right decisions at the right time to continuously improve our services for our residents.



Anna's story

I joined Newport City Homes as the recruitment officer in August 2019 and I support colleagues who are thinking of joining the association by helping them to understand our passions for great service and learning more about them.

Candidates are impressed by our ways of working, such as our philosophy that “work is something you do, rather than somewhere you go”.

A big attraction for people thinking of joining us is the fact that they have the opportunity to truly make a difference to people’s lives. We had some great success in attracting some very special talent, including specialists in development, data and business transformation.

Colleagues are also attracted to our flexible approach and adoption of agile working.

I love working for NCH and like all colleagues I am impressed that our residents are at the heart of everything we do, including as part of our recruitment process, to ensure we get the right match for us and our residents.



Recognition and reward

To continue to be attractive to existing and future colleagues, we have delivered our Recognition and Reward programme (R&R), resulting in an overhauled and modernised R&R framework. Many of our colleagues now work agilely which has meant we have reduced our office space and made considerable cost savings.

Our Recognition and Reward programme enables us to attract and retain the skills we need to deliver a first class offer to residents.

It has:

- Enhanced the flexibility of work and introduced agile working
- Modernised colleague contracts
- Updated our salary pay approach to market rate pay, supported by benchmarking via an independent provider
- Enhanced the offer for maternity, paternity and adoption pay
- Accelerating the qualifying period for annual leave entitlement
- Increased promotion of the range of existing colleague benefits
- Promoted health & wellbeing activities and initiatives for colleagues
- Started a review of our employee pension schemes

Financially strong

Our financial strength has enabled us to achieve great things. We will continue to improve our financial performance and maximise the efficiency and effectiveness to deliver value for money and the financial capacity to build new homes.

We recognised that the stronger we are financially, the more capacity we have to do more. Therefore, over the last three years we have implemented a root and branch income and cost review to improve our financial position.



This has resulted in:

- Successfully reviewed and rationalised the way we use our office accommodation, resulting in a recurring, annual saving of £250,000 from 2019/20.
- Reviewed the way we invest in our properties and procure contracts to deliver our plans to maintain and improve residents' homes. This has achieved better value from our contracts and annual savings of £2.6 million.
- Enhanced our approach to procurement and implemented an electronic tendering system, reducing costs by £90,000 year on year.
- Retendered for insurance, resulting in an annual saving of £200,000.
- Rationalised our approach to procuring recurring goods and services, resulting in average savings of 5%.
- Improved our financial strength to enable our refinancing programme to secure resources to support future development, achieving annual finance savings of over£1 million per year.

Strong financial performance allows us to invest more in residents' homes and in developing new homes for rent and sale. Our net assets are growing year on year, and we are fully compliant with lender covenants.

On-going analysis has identified further opportunities to enhance our financial position, through improving the efficiency of the way we work. Our next priority is to improve both our financial and service performance together with resident satisfaction. This will be achieved through association-wide service reviews.

To continue to improve our financial position, we will increase income from our annual commercial and leasehold assets by £90,000 and make additional cost savings of £475,000 through procurement, resource allocation and reducing our office accommodation.

Well run organisation

We have been awarded the highest regulatory judgement available that recognises that we have good governance arrangements and are financially well managed with a business plan that fully funds the association to achieve our strategic objectives.

Planning for the future

2020 Vision has driven our transformation into a future ready organisation with improved financial strength, enhanced governance and improving performance.

NCH Strategy 2025 builds on our successes to date and reflects the significant progress made during the delivery of our 2020 Vision.

The strategic priorities collectively enable us to achieve our purpose of providing homes in communities where people want to live. They firmly set out our role within the local community and recognise the importance of working with others that share our vision to achieve our shared goals.



The priorities firmly establish where the association will be in 2025 and are also underpinned by three principles that are integral to the strategy:



Risk and opportunity

The world in which we operate is changing and we recognise that we need to fully understand the impact of these changes, manage risks and seize opportunities that are presented. An independent review of our risk management systems found that we have good risk management in place.

The annual review of risk appetite has confirmed the level and parameters within which we will operate and that we have the capacity and controls in place to deliver our strategic objectives.

Making the right decisions

We have overhauled the way we manage our information to ensure that our decisions are based on robust and reliable evidence. Through our on-going data integrity programme, we have improved the completeness, accuracy and timeliness of our information. This provides up-to-date evidence to inform our strategic decision-making and the way we deliver our services on a daily basis.

Sustainability

We understand our responsibility to use scarce resources wisely, and to play our full role in limiting our environmental impact. We have signed a pledge to “engage with our residents to reduce the environmental impact of what we do” and we are building on what we have already achieved to further reduce our carbon footprint. We have considerably improved the energy efficiency of homes. Through agile working, we have also reduced commuting journeys and significantly reduced our paper use through improved technology.

We are focused on working with residents and partners to develop an ambitious sustainability strategy which will:

- Reduce energy consumed by our existing stock.
- Drive development of low-carbon new homes.
- Reduce energy consumed in all our activities and helping our residents and colleagues live “low carbon lives”.



Transformation

The Business Transformation Portfolio has supported delivery of our 2020 Vision through targeted interventions.

- Defined and enhanced our offer to attract and retain talented colleagues.
- Established and embedded customer service standards and enhanced our offer through opening a city centre office and improved digital service provision.
- Used agile working to rethink office space.
- Delivered a value for money review to further enhance our financial strength.
- Refinanced and transformed our loan portfolio and removed previous constraints.

The revised transformation portfolio will focus on delivering improvements in cost, quality and satisfaction in service areas that matter most to residents. This will be supported by the digitalisation of services and processes and improved use of data and enhanced resource planning.

Governance

Good governance is a core and uncompromised principle at Newport City Homes and a foundation of any well-run and high performing organisation. The Board undertakes an annual effectiveness review of its skills and performance, scored against Welsh Government’s “Right Stuff Principles”.

To support the delivery of the strategy, we have transformed our governance model, moving away from the traditional governance model of Large Scale Voluntary Transfers (LSVT) to a single status board, with appointments based on skills and experience identified by the board. To support further improvements in governance and following consideration of a business case, impact assessment and consultation with residents, staff and stakeholders the board approved the implementation of board remuneration from 1 April 2020.

The Board has adopted the Community Housing Cymru code of governance and compliance. Our structure and processes for decision making, accountability and control that mean we are well placed to respond to a changing external environment whilst delivering our strategic objectives.



Our summary

Much of our success is down to our highly engaged and motivated colleagues. We are committed to the development of existing colleagues and employing new people with the right knowledge, skills, experience, and behaviours.

2020 Vision saw great progress and firm foundations for the future. The new draft NCH Strategy 2025 sets out distinct and ambitious objectives, with clearly defined actions to achieve them.

The strategy is a statement of direction that will empower the association to deliver sustainable growth, improve service quality and play a major role in supporting communities in Newport and south east Wales.

We have transformed our financial position, providing improved business strength that enabled a refinancing programme to support our development ambitions.

We have a fully funded business plan to deliver our strategic objectives.

The future focus is the transformation of our services to enhance the quality, value for money and resident satisfaction.

Our rating



GREEN

We have continued to make further progress in establishing NCH as a financially strong and well-run organisation.



What next?

We will:

- Equip colleagues with the knowledge, information, skills and systems to deliver more effective services.
- Recruit, retain and develop people with the right knowledge, skills, experience and behaviours to truly make a difference in our communities.
- Improve and consolidate our valued colleague benefits.
- Empower colleagues to make sound, evidence-based decisions.
- Run our association efficiently and provide strong financial and social returns.
- Maximise growth and financial capacity to achieve our ambitions.
- Improve our operational efficiency to ensure our activities provide further value for money for our residents.
- Communicate our vision and priorities, monitoring progress and adapting to the changing world around us.
- Be open to new strategic partnerships, business opportunities and innovative delivery models.
- Invest in future ready technology and enhance digital capability to support colleagues to deliver high performing and efficient services.
- Maintain our effective governance structure, processes and procedures.
- Enhance our understanding of our operating environment, identifying and mitigating risks and embracing opportunities.
- Develop and implement our sustainability strategy to reduce our carbon footprint and enhance our environmental credentials.

This is how we think we're doing.

What do you think?

We'd love to hear from you.



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