

NCH Strategy 2025

Homes in communities
where people want to live

NCH Strategy 2025

It is an exciting time for Newport City Homes (NCH) as we launch our NCH Strategy 2025 which builds on the success of our 2020 Vision and revitalises our approach to ensure we remain a strong and resilient housing association that delivers efficient and effective services to our residents and communities.

Over the last five years, we've significantly improved the services we provide. To do this, we've had to adapt our approach to accommodate welfare reform and the implementation of Universal Credit, revised health and safety measures which were introduced following the Grenfell tragedy and many other changes which have impacted our association and residents.

More recently, the worldwide health crisis COVID-19 has caused change and challenge on an unprecedented scale, with many societal inequalities being brought to the fore.

As a registered social landlord, Newport City Homes is uniquely placed to play a key role in ensuring our residents and communities are given opportunities to grow and succeed as society responds to the challenges ahead.

The scale of these challenges is huge; global economic uncertainty, reducing our carbon footprint, adapting to the rapid pace of technological advancements, tackling the national housing crisis, responding to homelessness, meeting the changing needs of our residents and communities, and supporting the recovery efforts of the city whilst managing expectations from our partners and stakeholders. The list is long and sits against a backdrop of significant societal change.

But with change comes opportunity. As the world around us changes, so will we.

While the next five years will inevitably bring change, NCH Strategy 2025 embraces a flexible approach; our outcomes are clear, but our delivery models encourage innovation and adaptation to ensure we respond to challenges and embrace opportunities.

Our strategic priorities

This strategy sets out our exciting plans for the next five years.

It focuses on what we need to do to deliver the best possible outcomes for our residents, communities, colleagues and the city of Newport.

To do this, we've identified four strategic priorities, with simple yet ambitious targets attached to each.

- 1. We will invest in homes and services that our residents want**
- 2. We will define and deliver our social purpose to support communities where people want to live**
- 3. We will maximise the supply of quality new homes and regenerate our communities**
- 4. We will be an employer of choice, demonstrating we are a well-run housing association with a strong financial performance.**

Our strategy was developed over two years using a thorough understanding of our operating environment as well as the intelligence we have gathered from evidence, insight and extensive engagement with our residents, colleagues and stakeholders.

We know that we can't respond to all the challenges facing society by working alone, we can however work with others to maximise the positive difference we make and minimise our impact on the planet.

Our strategy is underpinned by three key principles:

■ We will deliver value for money.

It's the right thing to do, it's what our residents expect from us and it enables us to do more.

■ We will improve resident satisfaction.

Resident satisfaction has driven our strategic priorities and will only be improved through their collective delivery.

■ We will grow our association.

Maximising the supply of new homes is integral to our ambition so we can fulfil our potential to play a substantial role in resolving the housing crisis. This will realise the financial and service benefits from being a larger organisation with the potential to do more across the city of Newport and South East Wales.

This strategy sets out our priorities and how we will deliver them to provide quality homes and services that our residents want, support thriving communities, provide new homes and regenerate communities.

As we do this, we will remain an employer of choice, demonstrating we are a well-run association with a strong financial performance, even in the most challenging of circumstances.

It is only by continuing to put residents at the heart of every decision we make, adapting to change, tackling challenges and embracing opportunities that we will provide homes in communities where people want to live, now and for years to come.

We are excited for our future. We hope you are too.

Ceri Doyle

Chief Executive



Quality homes and services

We will invest in homes and services that our residents want.

Our residents are the focus of everything we do and improving services for residents is top of our priorities. We want our residents to understand our service offer, and to benefit and value the services we provide. We are committed to learning from the experiences our residents receive and making changes to improve on it. As resident needs and aspirations change, so will our service offer.

A priority in this area is the evolution of the digital provision of services to increase the accessibility and delivery of our services. Emerging technology offers new opportunities to enhance the way that we work and to improve the quality of housing management and maintenance services. We will fully explore how we can progress our digital capability to better connect with our residents, improve the efficiency of the services we provide and enhance the customer experience.

We're very aware of the challenges faced by our residents and communities during uncertain times. With increased pressure on public expenditure and services we will work with our residents and partners to mitigate the impact of these challenges to support sustainable communities where our residents can enjoy their homes.

In response to the large number of households in need of a home, we will maximise the occupancy of our properties to ensure families in need of a home, have a safe place that they are proud to live in.

We will make the correct investment decisions to achieve this. We will invest in our homes and neighbourhoods, ensuring these are maintained at the highest standards fit for the present and the future.

We 
will continue to
invest in quality
homes and services.

We will ensure our homes and neighbourhoods meet our residents' needs by:

- Transforming our repairs and maintenance service to deliver a timely right first-time service.
- Making the right investment decisions for our properties by analysing their performance to ensure our homes meet resident expectations.
- Investing in and modernising our properties to ensure they are desirable.
- Delivering an ambitious programme to improve the energy efficiency of our homes, reduce residents' energy costs and reduce our environmental footprint.
- Investing in our neighbourhoods to create attractive and desirable places which our residents can call home.
- Continuing our uncompromising and sector-leading approach to ensure residents are safe in their homes.

We will have well managed homes by:

- Striving to deliver a first-class customer experience and getting things right, first time.
- Ensuring our rents are affordable and we deliver value for money through the services that matter the most to our residents.
- Maximising the occupancy of our homes to ensure we are providing housing to those in need.
- Tailoring how we provide services to support residents to maintain their tenancies.
- Working closely with residents and partners to tackle anti-social behaviour.

We will continue to improve our service offer and enhance the quality of services by:

- Understanding the performance of our services and work with residents to improve them.
- Continuing to build strong relationships with our residents to better understand and meet their needs.
- Transforming our service offer by using new and emerging technologies to ensure our residents can access services on their own terms in a way which suits them.



Social purpose

We will define and deliver our social purpose to support thriving communities, where people want to live.

We understand our role in our communities but the world in which we operate is constantly changing and presenting fresh challenges. This means that, in addition to the core housing management and maintenance services, we provide we must regularly ensure our broader services, activities and partnerships continue to have a positive impact on the residents and communities we serve.

Our social purpose is met through being much more than a provider of housing.

We are reviewing the changing needs of our communities and will clearly define our role and the activities we undertake to support our social purpose.

We will engage with residents and assess where and how our support, interventions and investment can make the biggest impact in communities.

We recognise that we cannot, and should not, fill the gaps left by the reduction in public funding. However, we also recognise we can play a large role in improving the lives of our residents and their communities.

We also recognise that there are a range of partners which have skills, capabilities and are well-placed and established within our communities. Their work has such an important role within society, and we recognise there is so much potential to unlock through seeking the right partnerships and collaboration opportunities.

We want to work with others to co-create a common vision which will deliver the best possible outcomes for our residents and communities. By sharing ideas, knowledge and enthusiasm, we will deliver so much more for the environmental, social, cultural and economic well-being of a sustainable Wales.

We 
**will define and
deliver our
social purpose.**

We will play a key role in delivering long-term social and economic prosperity in our communities by:

- Developing a stronger understanding of activities, partnerships and opportunities that will have the greatest impact on our residents and communities.
- Prioritising activities that align 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.
- Supporting our residents to become more resilient so that they can sustain their tenancies and adapt to challenges they may face.

We will work with partners to increase financial and social investment in our communities by:

- Ensuring the community benefits achieved through our procurement activities are fully utilised and lead to a positive impact on communities.
- Leveraging our position as a trusted and well-placed partner to attract grant funding and other sources of investment and resources to support thriving communities.
- Using local goods and services to strengthen our local economy when appropriate.

We will seek opportunities to collaborate with others who share our vision and can add value to our communities by:

- Utilising 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.
- Working with partners to enhance our neighbourhoods, making them greener and healthier places to live.
- Publicising what we do to keep our residents informed and to encourage partners who share our vision to work with us.



Provide more new homes

We will maximise the supply of quality new homes and regenerate our communities where people want to live.

There is a housing crisis, not just in Newport, but across Wales and the UK. We have an ambition to play a major role in addressing this acute shortage of homes. Our financial strength means that we have the capacity to do it. We want to be one of the biggest developers of affordable housing in Wales.

While there's a need to build more homes, they must also be well-designed, energy efficient and connected to their wider surroundings. By continuing to take a placemaking approach to the planning and design of our developments, we will maximise the much wider benefits to people's well-being, the environment and local economy. This means promoting sustainable and active travel to give access to a range of employment and education opportunities. We will also develop our new homes with high standards of design and embrace new technology and construction methods to reduce our carbon footprint and future-proof our investments.

Our diverse range of homes will represent our long-term commitment to creating great places to live and provide appropriate housing solutions for our residents as their needs change through their lives.

Creating sustainable communities means providing the right mix of homes in the right places. We will create high quality, mixed tenure developments, including market sales and rental properties, where they provide the right mix for communities and enhance our ability to develop more affordable homes.

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.

To do this, we must understand the community and stock investment requirements. We will modernise our homes where appropriate. Where they no longer service the needs of the residents, we will explore redevelopment solutions.



We 
will maximise
the supply of
new homes.

We will maximise the supply of new homes by:

- Providing over 250 new homes every year.
- Developing well-designed, high quality and energy-efficient homes.
- Maximising the potential of modern methods of construction to enable fast delivery of high-quality products.
- Developing where housing is needed, and market conditions are strong by investing in new strategic opportunities in Newport and surrounding areas.
- Delivering mixed tenure developments to meet housing need and aspirations at a range of market and affordable price-points options.
- Generating value through developing homes for sale and supporting affordable home ownership through a range of home ownership products.
- Establishing a private rented portfolio and enhancing our commercial property portfolio to meet market demand and support business growth and to provide community facilities that people want and need.

We will regenerate our existing communities by:

- Engaging with residents and communities on options to replace homes that fall short of modern requirements.
- Ensuring that neighbourhoods and homes in our regeneration areas meet the needs of residents.
- Ensuring that our regeneration and redevelopment activities will result in a net increase in housing supply and complement the existing community.
- Working with others to identify and implement sustainable plans to enhance the economic and social potential of our communities.
- Promoting sustainable and active travel through our design and build process.
- Using new and emerging technologies in our properties to enhance our service quality through new development and regeneration activities.



Strong & effective organisation

We will be an employer of choice, demonstrating we are a well-run association with a strong financial performance.

We are focused on making our homes and communities places that people aspire to live in.

For this to happen, we need to be financially strong with skilled and motivated colleagues. Our residents, their homes and the services we provide are at the heart of everything we do. To maintain and improve our resident-centred approach, we must ensure the association is well run and provides the foundations to enable us to do more.

Our financial strength has enabled us to achieve great things. It has provided us with the capacity to deliver much of our ambition. But there is still more we want to do.

We will continue to improve our financial performance and maximise the efficiency and effectiveness of our operations so that we deliver value for money and that we have the financial capacity to maximise the number of new homes we build for current and future generations.

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

Getting things right is important to us. Our effective governance structure, working practices and doing the right thing guides every decision we make. As well as investing in our colleagues, we place great emphasis on the skills of our board. We also have the risk appetite needed to achieve our objectives, ensuring we manage risk effectively whilst seizing the opportunities presented. To deliver for our residents the way we run our association must enable us to maximise what we achieve.

We 
will remain
strong, effective
and well-run.

We will run our association efficiently and provide strong financial and social return by:

- Maximising growth and our financial capacity to achieve the scale and complexity of our ambitions.
- Improving our operational efficiency year-on-year to maximise the investment in our social value and streamlining ways of working to ensure our activities provide value for money.
- Communicating our vision and priorities, monitoring progress and evolving to respond to the changing world.
- Being open to new strategic partnerships, business opportunities and innovative delivery models.

We will be an employer of choice, with skilled, engaged and productive colleagues by:

- Recruiting, retaining and developing people who share our ambitions to drive positive change and who reflect our commitment to drive excellent performance.
- Equipping colleagues with the knowledge, skills and systems to deliver effective services of the future.
- Empowering our colleagues to make sound, evidence-based decisions.
- Investing in future ready technology and enhancing our digital capability to support our colleagues to deliver high performing and efficient services.

We will be a well-run organisation, making the right decisions to enable us to grow and do more by:

- Maintaining our effective governance structure, processes and procedures.
- Continuing to make evidence-based decisions by enhancing our data capability.
- Embracing diversity and placing equality of access and opportunity at the forefront of everything we do
- Understanding our operating environment, identifying and mitigating risks and embracing opportunities.
- Developing and implementing our sustainability strategy to reduce our carbon footprint and enhance our environmental credentials.



