



ANNUAL

REPORT

FOR CUSTOMERS 2020-21

Introduction

Published August 2021







Being honest and open about our performance is extremely important to us. Every year we let you know how we think we're doing and what difference we've made for our customers and communities.

This report was created with the help and advice of our customers and colleagues and through feedback, data, and evidence we've received throughout the year. Our customer scrutiny partnership has agreed that this is a fair and accurate reflection of our work based on their understanding and knowledge of how we have performed over the past year.

This is how we think we're doing, but we'd love to know what you think.

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**CUSTOMER
APPROVED**
By Scrutiny Partnership

A message from our Chief Executive

A year like no other

The safety of our customers and colleagues has always been our number one priority. This has never been truer than in the last year when we all felt the dramatic and immediate impacts of Covid-19.

Managing our response and the operational impact of Covid-19 has been challenging at times but I'm so incredibly proud of how colleagues have adapted and pulled together to deliver essential services.

While some of our plans were derailed or delayed, I'm struck by how we rose to the challenge.

Our customers and partners have played a critical role in our success. You have helped and supported us along the way – from allowing us into your homes to undertake essential safety work to understanding when we had to postpone your non-essential work.

We always aim to get things right first time, every time – but we know we sometimes get it wrong. When this happens, we are committed to working with our customers to work out what happened and why so we can constantly improve and learn from our mistakes. That's why this document shows our areas for improvement as well as our successes.

Our customers are at the heart of everything we do. At Newport City Homes, we believe everyone deserves a warm, safe, and secure place to call home so I'm proud to be able to share with you the many ways we have done this over the past year.

Thank you.



Ceri Doyle
Chief Executive



NCH Strategy 2025

During 2020, we launched our new five-year strategy which explains how we will continue providing homes in communities people want to live in. The pandemic has only heightened the importance of the ambitions and priorities we've set out to achieve.

The ways we work and deliver services have had to change, and the strategy is designed to be flexible to the changes around us, but we will remain focused on delivering the best possible outcomes for our customers, communities, colleagues, and the city of Newport.

This document outlines our progress in 2020/21 against each of these four strategic priorities. A summary of our performance is provided on the next four pages.



Quality homes and services

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



Social purpose

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



Provide more new homes

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



Strong & effective organisation

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

Summary of our performance



Quality homes and services

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



72.8%

Customers satisfied with NCH as their landlord



71.1%

Customers satisfied their rent provides value for money



32,020

Repairs carried out



£10.8m

Spend on responsive repairs



62,800

Calls answered



99.6%

Rent collected (current tenants)



99.9%

Homes gas safe compliant



£10.2m

Investment in home improvements

We have:

- Delivered essential services throughout the year prioritising the safety of customers and colleagues and have achieved strong performance in safety and compliance activity.
- Supported customers with their wellbeing and financial security and have not taken eviction action against anyone facing financial hardship as a result of the pandemic.
- Adapted our planned maintenance investment programme to continue investing in your homes and neighbourhoods while following government guidance.
- Used your feedback to improve the services that matter to you and have found new ways for your voice to be heard.

Read more on pages **10** to **23**.



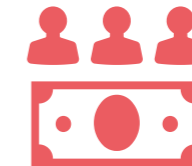
Social purpose

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



31,264

Calls to customers to check on their welfare



£49,400

Emergency grants distributed with Save the Children



369

Referrals to Trussell Trust food banks



£1,367,255

Additional income secured for customers



4,521

Befriender calls to customers



£21,000

Community investment funding from our contractors

We have:

- Focused on the needs of our customers throughout the pandemic and tailored our support to their individual circumstances.
- Introduced a wellbeing call system to offer support to all customers.
- Worked in partnership with others to provide additional support and grant funding.

Read more on pages **24** to **27**.



Provide more new homes

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



81
New homes completed this year



213
New homes on-site under construction (as of 31 March 2021)



1,900
New homes in the pipeline



£13.6m
Investment in development and regeneration



£7.8m
Development grant funding received from Welsh Government to support the provision of new homes

We have:

- Made good progress in our development programme to provide affordable homes to tackle the housing crisis.
- Increased the number of new homes built and under construction compared to the previous year.
- Maintained a pipeline of new homes demonstrating we can deliver against our ambitions.
- Worked with our customers to regenerate communities to provide sustainable and connected places to live.

Read more on pages **28** to **31**.



Strong & effective organisation

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



£51.8m
Turnover: Our services generate income to enable us to reinvest in communities



18.7%
Operating margin: Improving our value for money performance enables us to reinvest even more in communities



67
New colleagues recruited to support delivery of NCH Strategy 2025



133
Colleagues completed safeguarding training to ensure we promote the welfare of children and vulnerable adults and protect them from harm.



£42.1m
Operating costs spent on the delivery of day-to-day services



2.4%
Gender pay gap (Median hourly pay for women is 2.4% lower than men's)



2
New Co-optee Board Members



100%
Colleagues supported to work from home where possible

We have:

- Maintained a strong financial position.
- Published NCH Strategy 2025 outlining our ambitions and priorities.
- Adapted our services and ways of working in line with government guidance to manage and respond to the disruption caused by Covid-19.
- Kept customers and colleagues safe whilst delivering essential services.

Read more on pages **32** to **35**.



Quality homes and services






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

Keeping you safe in your homes

Your safety has always been our number one priority. Now more than ever, we want our customers to be warm, safe, and secure in their homes. When Covid-19 hit, we responded by making immediate changes to keep our customers and colleagues safe. This included moving to an emergency only repairs service until restrictions eased.

Our planned safety works were largely unaffected by the pandemic as we put in place Covid-19 risk assessments and safe working practices to ensure we could continue to fulfil our duty of care to our customers. Our planned investment programmes were also adapted to prioritise activity that could be delivered safely, which included external works, to continue investing in your homes.

Planned safety works

-  **99.9%** Homes are gas safe compliant
-  **99.6%** Communal areas with a valid fire risk assessment
-  **99.9%** Homes are electrical compliant
-  **197** Homes installed with sprinkler system with a further **1,300** planned in 2021/22
-  **100%** Homes legionella compliant

Fire safety is extremely important to us which is why we're installing over 2,000 sprinklers in our homes over the next two years.

"We can never be certain, but our sprinklers may have saved lives."

Lela, Fire Safety Officer

Read more about sprinkler installations on our [website](#).



Your repairs service

When coronavirus hit the UK, we responded by making changes to our services. This included moving to emergency and urgent repairs only. Our normal repairs service is now up and running.



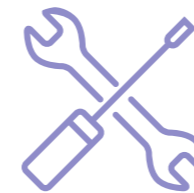
79.8%
Customers happy with the time between requesting the repair and us attending



79.5%
Customers satisfied with quality of repair



79.7%
Customers found it easy to request the repair



32,020
Repairs carried out



67.6%
Customers satisfied with repairs & maintenance service



82.4%
Repairs completed within target time



£10.8m
Spent on responsive repairs

Improving your repairs service

We know from your feedback and experiences that you value our repairs service, but there is room for improvement, so we have:

- Trained 56 colleagues in multiple skills so we can complete more jobs in less visits.
- Invested £1.2m in 93 new vehicles which allow our colleagues to have more tools on hand to complete more jobs in one visit. They are also more environmentally friendly.
- Appointed three main suppliers, which have Newport bases and most of their operations in Wales, to help us improve value for money and access the materials we need to complete repairs quicker.

Investing in your home



£10.2m
Investment in home improvements



69.1%
Customers satisfied with the quality of their home



71
Average home energy efficiency (SAP) rating



65.3%
Customers satisfied with their neighbourhood as a place to live



490
Customers we helped to live independently in their homes by providing aids and adaptations

By providing aids and adaptations for our customers whose mobility or circumstances have changed, we can help you to live independently in your home. We know that making adaptations like installing stairlifts, ramps or level access showers can make a huge impact on the quality of our customers lives.

If you think we could help please get in touch and we'll explain what we can do to help. More information is also available on our [website](#).

Here's some of the feedback we received from customers:

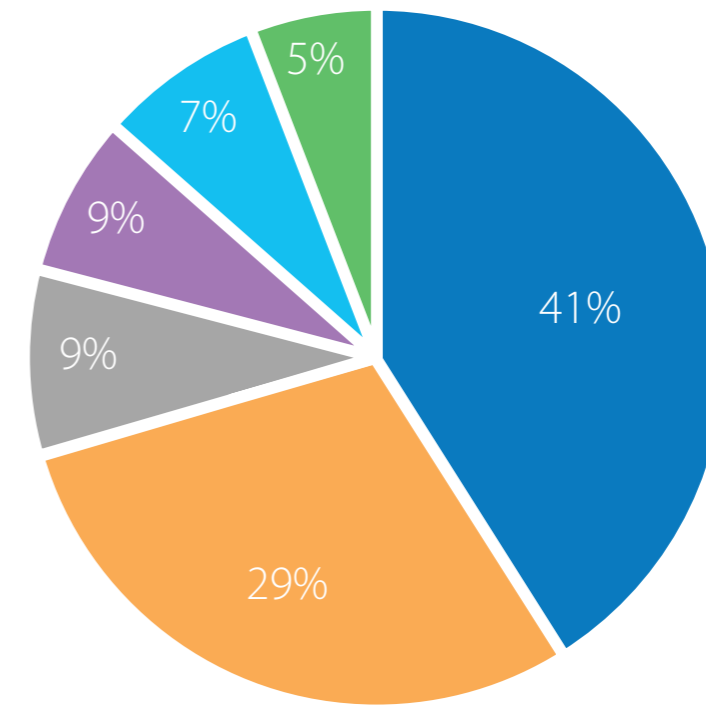
"This will make a total difference to my life as I will no longer have to spend the bulk of the winter upstairs."

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

"I am totally satisfied with the work done, it has made life so much better, the standard of work by the builders is fantastic. Many thanks to them."

Home investment 2020/21

We spent £10.2 million on improving the condition and quality of our customers' homes in 2020/21.



£4.2m
Roofing and external wall insulation

£3.0m
Welsh Housing Quality Standard (WHQS) and major improvement works
Inc. windows, doors, electrical rewiring

£897k
Health and safety works
Inc. sprinkler installations, fire and security doors and fire stopping measures in sheltered schemes

£868k
Aids and adaptations
Inc. level access showers, stairlifts, ramps, grab rails

£726k
External painting and communal redecoration

£554k
Environmental improvements
Inc. path renewals, car park resurfacing, retaining wall renewals

Keeping you safe in your communities

We helped support some of the most vulnerable people in our communities by helping victims escape domestic abuse, providing safe and stable accommodation for homeless people and supporting victims of anti-social behaviour and modern slavery.

Tackling homelessness

The pandemic has further illustrated how important it is to have a safe place to call home. Along with our partners, we've helped people experiencing homelessness, living in temporary accommodation, or rough sleeping to move into a permanent home.

Following its successful pilot in recent years, we have also continued to help people to find the right home through the Housing First partnership in Newport with tailored support provided by us and our partners.



260 new tenancies for people experiencing homelessness, allowing them to move into permanent secure accommodation. This accounted for 56% of our new tenancies for this past year.



£9,105 Grants provided by 'St Martins in the Field: Vicars Relief Fund' for 85 customers to cover their rent in advance payments as they move into their permanent home.

Customer story

"My name is Robert, I'm 32 years old and this is my story.

I grew up on a council estate in Newport. Never finished high school, been addicted to pretty much every drug at one time or another, been to prison over 30 times.

I have been street homeless, sofa surfed, and been placed in all the hostels from the age of 16.

As I sit here in my gaff writing this and taking a look back at the past year and where I am now, I can honestly say I couldn't have done it without Housing First."

Tackling anti-social behaviour

The changes to the way we live and work in the last year have meant more of us are spending time at home and getting used to new routines. We know this has led to an increase in anti-social behaviour and understand how this can affect your wellbeing and sense of security.

We want everyone to feel safe and secure in their homes which is why we are committed to working with you and our partners to tackle a wide range of unacceptable and anti-social behaviour from noise nuisance and fly-tipping to domestic violence and illegal occupancy. While we have been less visible in communities, we have continued to investigate and gather evidence to really understand the root causes of problems in order to find the most appropriate solutions.

There is no 'one-size-fits-all' approach. We will listen to you. We will support you. We will not hesitate to take action, in partnership with Gwent Police and Newport City Council (NCC).

967 Anti-social behaviour cases managed

196 Acceptable behaviour contracts issued

4,339 Noise App recordings received and investigated from 159 customers

12 Injunctions granted to prohibit behaviour and further incidents

16 Mediation referrals

"We believe that everyone has the right to live the way they want - as long as it does not spoil the quality of life of those around them or breach their tenancy agreement."

Rachael, Homes and Income Officer


Tackling fly-tipping

Fly-tipping is dangerous, unsightly and impacts on our customers' enjoyment of their homes and local environment. It's also costly and time consuming for us to remove the waste and find those responsible. We have been working with you and our partners to find sustainable solutions and take action to reduce fly-tipping on our land. Doing this means we will be able to invest more time and money on improving your homes.

Over the last year, a pilot scheme in Bettws has changed waste and recycling facilities for around 500 customers who live in flats in the area. By replacing communal waste provisions with new recycling facilities and individual bins for each customer, this had made a real difference to the area.

 **50%** increase in recycling and a noticeable reduction in excess waste and fly-tipping.

This partnership working and engagement with customers has helped us, along with our partners NCC and WasteSavers, to develop plans to roll this approach out across the city, prioritising areas experiencing waste and fly-tipping challenges.

 **£50,000** has been invested to target waste enforcement in hotspot areas so we can take action against those who continue to choose to dispose of waste illegally. Several individuals have received formal notices, fines, and acceptable behaviour contracts for fly-tipping offences.

Our partnership efforts in one area of Ringland has had a positive impact on tackling the issue after identifying those responsible.

"We've gone from removing 250 black bags worth of rubbish a week to no fly-tipping most weeks. This is an incredible achievement and couldn't have happened without our partnership working with the local community and NCC."

Mark, Resident Services Officer

Reporting fly-tipping

If you witness fly-tipping, you can report it confidentially to NCC by calling **01633 656656** or you can also report it to us by filling in an online form on our **website**.

Supporting customers facing financial hardship

Our commitment to you

In April 2020, we committed to support customers facing financial hardship as a result of the pandemic. We know this has been a challenging and stressful time for lots of different reasons, including having money worries. We can help and will do all we can to make sure you can access the right support and advice. Our specially trained colleagues will work with you to understand your individual circumstances and help you to maintain your tenancy and maximise your income without the fear of eviction.

Our commitments are:

- Keeping you safe and secure in your home.
- Helping you get the financial support you need.
- Finding solutions if you have difficulty paying your rent.
- Doing everything we can to support your wellbeing.
- Not taking eviction action if you are facing financial hardship as a result of the pandemic.



£1,367,255
Additional
income secured
for customers



1,116
Customers supported to
achieve successful outcomes
based on their needs and
circumstances



Zero
Evictions into
homelessness



99.6%
Rent collected
(current tenants)

Customer story

We supported a new customer who was struggling financially and maximised their income by over £10,500 a year.



Pension
+ £70 a week



Housing benefit
+ £116 a week



Council tax
- £16.13 a week



Funding worth
£750

"I am so thankful for the time and effort you spent on helping me to make my house a home. You have made such a huge difference to my life and I cannot thank you enough."

Improving services that matter to you

Keeping in touch

It's really important to us that we listen to your experiences, learn, and improve. This means providing you with a number of ways to contact us, doing our best to resolve your enquiry the first time you tell us, being helpful and supportive, and operating a clear and simple complaints process.

Covid-19 restrictions have resulted in significantly less face-to-face contact with our customers, but we kept in touch with you via phone, email, webchat social media, our customer magazine, surveys, or letters.



62,800
Calls answered



6,507
Webchats answered



2:10 minutes
Average time to answer calls



3.3%
Calls abandoned

"I know we may not always get things right first time, but we are listening and constantly improving how we work with and for you.

I am committed to making sure your voices are heard so my team and I can deliver services that are important to you at the time you need them."

Sonia Furzland, Executive Director Operations



Learning from our mistakes

We aim to deliver great services, but we know we don't always get it right. So, we make sure we learn from our mistakes if you tell us about poor customer service that you receive from us.

Learning from complaints is just one way for us to improve the customer service and experience you receive. Last year, we introduced a follow up call for customers who tell us they're unhappy with our service. This allowed us to identify and learn from what went wrong so it doesn't happen again. Our customer feedback and learning panel also analyses all feedback received from customers and identifies what we need to do to improve our services

56% Complaints resolved at first point of contact

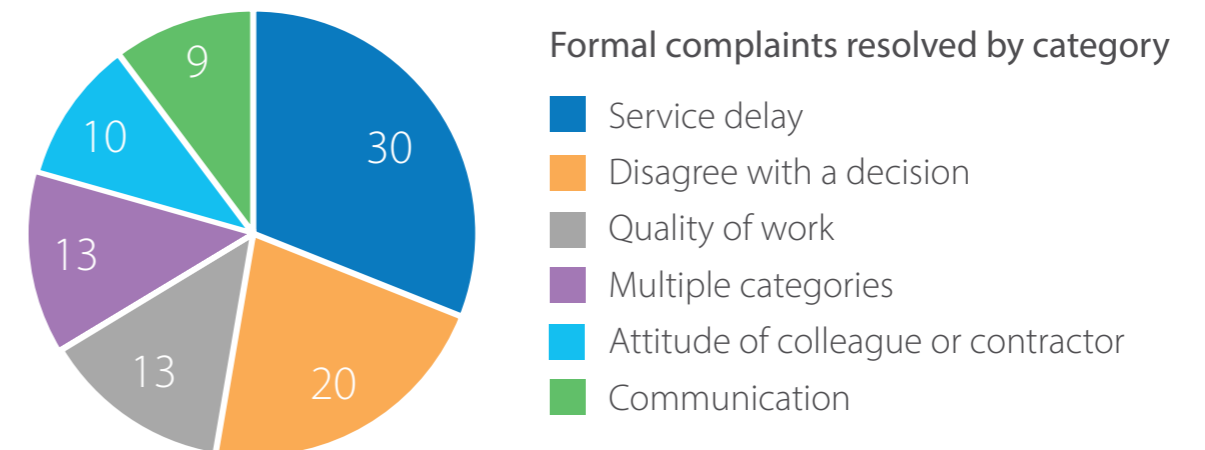
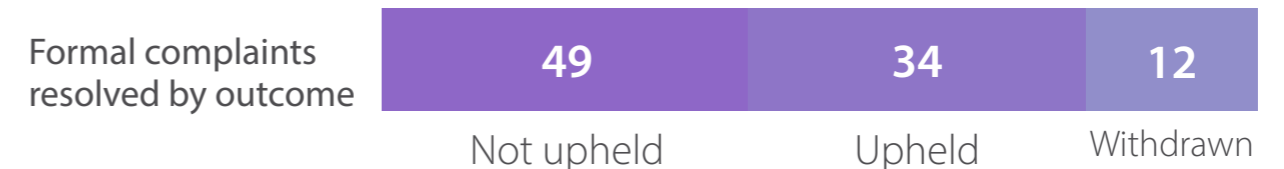
69.8% Customers satisfied with final outcome of their enquiry

82.8% Customers found their enquiry was answered within a reasonable time

92.6% Customers found colleagues helpful

73.2% Customers satisfied with the way we dealt with their enquiries

48.8% Customers found it easy to get hold of the right person.



Transformation at NCH

We have been reviewing our services and using your feedback to help us improve our ways of working as we recover from the disruption caused by the pandemic through our Transformation programme. Your feedback, whether it's positive or negative, is shaping the way we will improve our services.

You've told us we need to improve in the following areas:

- Keeping you better informed about how we're progressing your request or query.
- Improve our processes so you receive a joined-up service and only have to speak to us once about the same issue.
- Be clearer on what services we offer and what you can expect from us.
- Make it easier to get information from us by providing more opportunities to self-serve.

We will use this information to redesign our service offer as well as our ways of working.

You can find out more about transformation at NCH and how you can help us change for the better on our [website](#).

"We've taken an in-depth look at the services that matter to you, comparing how we deliver them with some of the top performing housing associations in the UK to see where we can do better.

We've also analysed more than 3,000 pieces of your feedback, which helped us identify these areas we need to work on to improve the services you receive."

Tim Jackson, Executive Director of Transformation



Get involved with NCH Connected

If you're an NCH customer and you're interested in getting more involved with us, why not join our customers only Facebook group, **NCH Connected**.

In January 2021, we launched this new way for you to engage with us and other customers through an online community called NCH Connected. By the end of March, 320 of you had joined and have already helped shape how we use this new platform to talk to you and better understand what you think of our services.

[Click here to join.](#)



Your voice matters

We place our customers at the heart of everything we do and every decision we make so your voice matters. We encourage you to play a part in shaping our services in lots of different ways. Although Covid-19 has paused much of our customer involvement activities, we offered virtual meetings and events where possible.

Our customer Scrutiny Partnership holds us to account and makes sure our services and performance meet your needs and expectations. The partnership is made up of six members who have continued to meet regularly online to assess how we're doing and make recommendations for improvements to services.

They have been part of the transformation work and have made sure customers' voices are being heard and considered in our strategic and operational decisions.



"During this year, we've begun working closely with NCH's property services team to consider how they can improve their repairs service. We also received reports into how the association sets their rents and how they support customers in financial difficulties. We also looked into how customers were supported during the first lockdown and we are proud and reassured by the association's response."

Wendy, Chair of Scrutiny Partnership

Our new social rent setting policy



72.8%
Customers satisfied
with NCH as their
landlord



71.1%
Customers satisfied
their rent provides
value for money



69.7%
Customers satisfied
NCH is providing the
service they expect

Ensuring our rents remain affordable for years to come and our services deliver value for money has never been more important for our customers. We gathered your views through a series of focus groups and a survey which over 1,000 people took part in. We've listened to what you told us to make sure we get the right balance between rental income, affordability and providing you with the services you want.

Listening to the feedback from our customers that household income should be considered when setting rent, we used the Joseph Rowntree method of affordability to set our policy and approach to ensure all our customers pay a fair and affordable rent. The Joseph Rowntree Foundation is an independent organisation working to solve UK poverty.

This year, we used our new policy and affordability approach to inform the annual rent increase process. We consider rent to be affordable if low-income households in Newport pay less than:

28% of income on rent, or

33% of income on rent plus service charges combined.

30% of income on rent for new-build homes, or

35% of income on rent and service charges combined for new-build homes.

Our affordable rent assessment is based on independently verified information on average earnings in Newport. We take earnings from the lowest 25% of earners in Newport, not individual household circumstances.

Applying this new method of affordability to our annual rent increase process, meant that we could freeze the rent on 1,700 homes.

More information on our new policy is available on our [website](#).

Our summary

We delivered essential services throughout the year prioritising the safety of customers and colleagues and have achieved strong performance in safety and compliance activity.

We supported customers with their wellbeing and financial security and have not taken eviction action against anyone facing financial hardship as a result of the pandemic.

We adapted our planned maintenance investment programme to continue investing in your homes and neighbourhoods due to the restrictions.

We are using your feedback to improve the services that matter to you and have found new ways for your voice to be heard.

Our future focus

We will:

- Re-design services driven by what customers value to improve on cost, quality, and satisfaction.
- Continue to expand and modernise our in-house repairs and maintenance service.
- Invest in your homes to improve energy efficiency and reduce our carbon footprint.
- Enhance our digital service offer including a new mobile app to allow you to access a range of services at a time that is convenient to you, including booking a repair, paying your rent, or reporting anti-social behaviour.
- Update our customer engagement strategy to make the most of new and existing opportunities to listen to and engage in inclusive ways.



Social purpose

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

Supporting our most vulnerable customers

One of the things we're most proud of is our commitment to helping our customers who need extra support, so we're really pleased to share some examples with you. The association focused on the immediate needs of customers during the initial stages of the pandemic to ensure they were able to access tenancy and additional support.



31,264
Calls to customers to check on their welfare



4,521
Befriender calls to customers



369
Referrals to Trussell Trust food banks



£49,400
Emergency grants distributed with Save the Children



£1,367,255
Additional income secured for customers

"During the early days of the first lockdown when our repairs service moved to emergencies only, me and some of my teammates had less to do. Within a few days, our vans were filled with emergency food parcels and other essential items, like medical supplies, that we delivered to our customers all over the city.

It was a great feeling, knowing that we were helping to keep people safe and happy, especially those who were really struggling because of the pandemic."

Anthony, Multi Skilled Labourer



Customer story

A group of friends at Aneurin Bevan Court in Duffryn have worked with NCH colleagues and the Mental Health Foundation's Standing Together project, to turn a patch of outdoor space into a beautiful garden.

Ruth, who lives in Aneurin Bevan Court, said, "I wouldn't be here today if it wasn't for the garden, saying that it sounds a bit dramatic but for my mental health it's done an awful lot. I can come out here, I can be very uptight, very 'oh I can't cope with this' and as soon as I get dirt under my nails because I haven't put my gloves on, I'm at peace."

Ruth's daughter, Clare, told us, "Once again Newport City Homes and ABC has proved how well they have taken care of their residents throughout this whole pandemic..."

NCH in the community

While we've not been able to engage in communities in the usual ways, we're pleased to have provided a diverse range of support for community groups, projects, and local schools.

Each year, we work with contractors and businesses to improve our homes and communities. As part of this, our contracts ask them to give something back to Newport – any 'extra' they could do to benefit the communities they're working in.

Over the past year, this has provided £21,000 additional funding and benefits for our communities.

For lots of schools, coronavirus has completely changed the way students learn and engage. At Llanwern High School, some children struggled to participate in online learning as they didn't have access to the right technology. Thanks to a Careers Wales facilitated Business in the Community (BITC) Business Class partnership with the school, we were able to provide 10 new laptops. The school loaned these to students most in need, so they could connect to their online lessons and engage with their teachers and friends.

"Both the staff and pupils are delighted that Newport City Homes have been able to continue their support to Llanwern High School in these difficult times.

The laptops they have funded have been used in our specialised learning centre and are also being made available for those who do not have devices at home."

Sian Smith, Deputy Headteacher

Community Youth Project: LGBTQ+ is a new project in Newport offering one-to-one support and weekly youth club sessions. We supported the project by providing £2,700 for a safe space for individuals to come together face to face or virtually and to access support.

"I am more confident now than I was before because the people in the group understand me more and other people I talk to don't always understand."



Case study

"As well as improving the flow of the watercourses on our land to reduce the risk of flooding, we also improve the landscape by creating havens for wildlife in our communities.

Encouraging wildlife is really important so we only cut back overgrowth when there are health and safety risks to people walking on paths, and we leave log piles and branches where we can, to provide homes for hedgehogs, insects, and other wildlife."

Stephen, Watercourse Caretaker Supervisor

Our summary

We focused on the immediate needs of our customers at the start of the pandemic and introduced the wellbeing call system to offer support when it was needed the most.

We adapted our support offer and worked in partnership to provide additional support and grant funding.

Our future focus

We will:

- Evaluate and put in place the best ways of supporting our customers and communities, recognising the health and economic impacts of this pandemic will continue for some time.
- Continue to work with partners to tackle shared issues such as fly tipping and utilise their specialist skills and resources to help us support customers.



Provide more new homes

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

New homes

There is a housing crisis, not just in Newport, but across Wales and the UK, and we have a major role to play in addressing this. Our strong financial position has enabled us to put in place the funding to deliver 250 well designed, affordable and energy efficient new homes every year from 2022/23.

While we initially experienced delays on some of our sites earlier in the pandemic due to lockdown restrictions, our work is back on track.



81
New homes completed



£13.6m
Investment in development and regeneration



EPC B (81+ rating)
Average energy efficiency rating for new homes completed this year



1,900
New homes in the pipeline



213
New homes on-site under construction (as of 31st March 2021)



£7.8m
Development grant funding received from Welsh Government to support the provision of new homes

"The homes we build today will be here for decades to come, so we are continually testing and exploring new ways of building and designing new homes, to achieve high standards of design and energy efficiency."

Matthew Davies, Executive Director of Development



Investing in the city centre

Refurbishing and preserving some of the city's existing buildings, many of which are heaped with history and great architecture, is also an important part of our plans to provide homes that are conveniently located for public transport, jobs, and other services. Having access to various housing solutions within the city centre will help to drive regeneration and promote economic recovery as we emerge from the pandemic.



Charles Street



Olympia House



Upper Dock Street

Regenerating communities

We want our homes to be high quality and meet the needs of our customers now and in the future. We also work with key partners, including NCC, who help to manage local neighbourhoods across Newport.

While there are a number of ongoing regeneration projects, we have also started to look at some homes across the city to understand what, if anything, needs to be done to improve them. As part of this work, we have engaged with more than 850 residents, leaseholders and homeowners in Somerton, Shaftesbury, St. Julians and the Gaer to understand your views on any future work. This work is still ongoing, and you can find out more on our [website](#).

Pillgwenlly

Over seven years, we have engaged and worked with local residents and partners to develop and deliver our £10 million regeneration plan so that we don't just provide houses but help build a prosperous community where people can thrive.

This is a long-term commitment to the area, and we're committed to listening to you so that our plans continue to reflect the community's aspirations, whilst being suitable for the future.

We have already delivered new homes, renovated existing homes, created a community hub, as well as demolished underpasses which were contributing to anti-social behaviour.

As the next stage of work begins in Spring 2021, we're looking forward to re-engaging with the local community and our partners to make sure our plans still reflect their original aspirations for the future of Pillgwenlly.



Ringland shopping centre



Mountbatten Close



Cot Farm Walk

Ringland

Our regeneration plans for one of our largest estates involve several phases where we are building new homes and relocating Ringland Shopping Centre.

55 homes have been built for social rent in Cot Farm Walk and all customers have moved in.

At Mountbatten Close we're replacing the 1960's four-storey flats with 24 new homes, comprising a mix of apartments and houses. The customers were offered the chance to move into a new home on the nearby Cot Farm. All of the homes will be available for social rent when it's finished in May 2022.

The new shopping centre will be close to the other new services being brought to the area such as the Newport East Health Hub, a new health and wellbeing centre proposed by NCC. We hope to start the Ringland masterplan in 2022. The current shop owners would move in once finished and the old shopping centre will be demolished to enable further regeneration for 158 new homes.



You can find out more information about our ongoing development and regeneration projects by clicking the video above, or on our [website](#).

If you're interested in renting a home with us, you can apply through Home Options Newport. This application process is run by NCC.

Our summary

We're pleased with the progress made through establishing a development programme that will deliver on our growth ambitions.

We have increased the number of new homes built in a year compared to the previous year and have a pipeline of developments demonstrating we can deliver against our ambitions to tackle the housing crisis.

We continue to invest in the whole built environment and work with our customers to regenerate existing communities to provide sustainable and connected places to live.

Our future focus

We will:

- Offer a range of housing tenures and commercial spaces across South East Wales.
- Embed the principles of placemaking to create connected communities and encourage active travel.
- Utilise modern construction methods to achieve high quality and low carbon homes.
- Invest in the city centre and working with partners as it recovers and renews itself after the pandemic to create great, safe, and affordable places to live and work.



Strong and effective organisation

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

Strong financial performance

Our strong financial position allows us to deliver great things – from maintaining and updating our existing homes and supporting our communities so our customers can thrive. Every penny we make is reinvested into improving your homes, building new homes, investing in communities, and improving our services to ensure we deliver value for money.

Our operating margin has improved from 16.8% to 18.7% during the year. This has meant we have increased the resources we have available to invest in improvement in services, our existing homes, and new homes.



£51.8m

Turnover: Our services generate income to enable us to reinvest in communities



£42.1m

Operating costs spent on the delivery of day-to-day services



18.7%

Operating margin: Improving our value for money performance enables us to reinvest even more in communities

“Alongside a strong governance structure and committed workforce, we have a very strong financial position. This means we have the resilience to withstand any shocks to the economy. Throughout the Covid-19 pandemic, our financial position has remained strong.

Providing value for money for our customers is incredibly important – it’s the right thing to do and it’s what you expect from us.

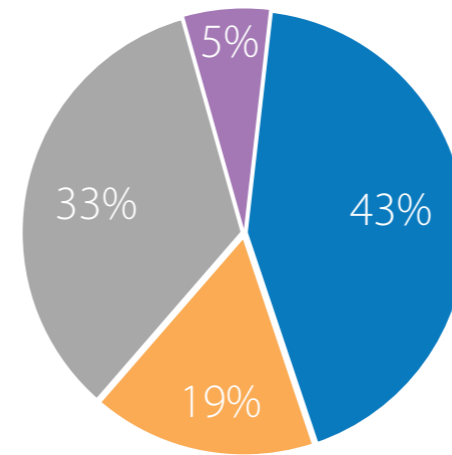
We take this responsibility seriously, so we treat every penny as if it’s our own.”

Gareth Yeoman-Evans, Executive Director Finance and Resources



How we have invested during 2020/21

We know it’s important for you to see where your rent and other funding that we secure has been invested.



- £28.5m**
Investing in existing homes
- £12.3m**
Investing in new homes
- £22.2m**
Running the association: Delivering services to customers
- £3.6m**
Funding the association: Payments on loans for previous investment in homes

Our response to the pandemic

Our strong financial position and organisational preparedness stood us in good stead to deal with the multiple and complex challenges caused by Covid-19. Our extensive stress testing and business continuity plans meant we were well placed to deal with impacts and reflects our strong governance and approach to risk management. This resilience and commitment has ensured our performance has remained stable even in the most challenging of circumstances.

We initiated our business continuity plan in response to the pandemic and:

- Undertook extensive monitoring of our services to enable us to adapt our services to face the challenges of the pandemic.
- Introduced Covid-19 risk assessments, personal protective equipment, and new working practices to create safe working environments.
- Provided all colleagues who were able to work from home with the equipment and systems they needed.
- Reviewed our risk environment to ensure we were prepared to manage the challenges of the pandemic.
- We furloughed 51 colleagues for a short period of time that were unable to work from home at the start of the pandemic when we could only deliver emergency repairs.

Supporting our colleagues

Since the start of the pandemic, our colleagues have adapted to huge changes in the way we work. Whether it's been providing services in the community, in your homes, working from home or in our offices, colleagues across NCH have worked tirelessly to continue delivering essential services and keeping the association running smoothly.

During the year, we launched a new colleagues benefit package 'Your NCH'. We want our colleagues to feel appreciated, supported with their wellbeing and given the flexibility to maintain a good work-life balance. This also helps us to attract and retain skilled colleagues who share our values and ambitions.



67
New colleagues recruited to support delivery of NCH Strategy 2025



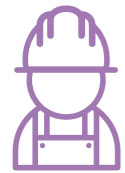
133
Colleagues completed safeguarding training to ensure we promote the welfare of children and vulnerable adults and protect them from harm.



2
New Co-optee Board Members



2.4%
Gender pay gap (Median hourly pay for women is 2.4% lower than men's)



6
Apprentices inc. 2 starting with NCH this year



100%
Colleagues supported to work from home where possible



16
Colleagues supported with their professional development through our Sponsorship to Study Scheme



1,400
E-learning courses completed

Our commitment to the environment



We recognise more must be done to tackle the climate emergency. We're measuring the carbon footprint of our activities which will prioritise the action we take to become a much greener association.

This means investing in your homes to improve their energy efficiency, changing where and how we work, and utilising renewable and emerging technologies.

We have also secured close to £500,000 from Welsh Government as part of a Wales-wide collaboration to test different home upgrades to inform our long-term investment plans to increase the energy efficiency of our customers' homes.

Our summary

We remain in a strong financial position and are able to continue delivering against the ambition and priorities set out in our new five-year strategy.

Our business continuity arrangements have been effective in ensuring we continued to deliver essential services to customers and adapted to a changing operating environment.

We're incredibly proud of the way of our colleagues have adapted in the circumstances and continue to deliver for our customers.

Our future focus

We will:

- Continue to adapt our ways of working, reflecting on customer and colleague needs and feedback to enable us to deliver great services in a changing world.
- Strengthen our commitment to embrace diversity and place equality of access and opportunity at the forefront of the way we operate as an employer and landlord.
- Deliver changes to how we work to improve the cost, quality, and satisfaction of our services.
- Deliver our environmental sustainability strategy to tackle the climate emergency, reduce our environmental impact and support customers to live low carbon lives.

If you would like a print copy
of our annual report, please call
us on 01633 381 111

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