



NORTHAMPTON
PARTNERSHIP HOMES

Corporate Plan 2018-2023

Homes • People • Communities

Latest update April 2022



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01.

CHAIRMAN AND CHIEF EXECUTIVE FOREWORD

WELCOME TO THE 2022 UPDATE, YEAR FOUR OF OUR AMBITIOUS FIVE-YEAR CORPORATE PLAN.

It is designed to capture the aspirations of residents, employees, our Board and West Northamptonshire Council.

At the time of writing, we have recently overcome and continue to deal with, significant challenges relating to COVID-19.

Thanks to the dedication of our fantastic team, we have maintained services to customers and adapted to new ways of working.



The plan provides us with the vision and aspiration for us to become the type of organisation we want to be - a sustainable, top performing company that delivers high quality housing and services for West Northamptonshire.

We are thrilled to share with you in the following pages everything we have achieved over the past twelve months. Highlights include:

- Fabulous new-build developments to increase the supply of council homes in Northampton;
- Helping community projects and families in crisis through our subsidiary, Happy to Help;
- Sustaining tenancies, reducing evictions and supporting residents in the most challenging times;
- Providing financial advice and support to residents and maintaining rent income collection despite the challenges of COVID; and
- A neighbourhood investment programme that continually improves the homes and neighbourhoods we manage.

At the time of writing however, the effects of the global pandemic continue to impact our business and the cost-of-living crisis is hitting residents hard. This plan acknowledges the challenges faced by NPH, our residents and stakeholders, whilst explaining how we will strive to overcome them.

NPH has a major contribution to make locally and regionally. We deliver a range of essential services that support and add value to the neighbourhoods we serve, whilst supporting our local economy through employment, apprenticeships and local supply chains.

Since West Northamptonshire Council's (WNC) inception in 2020, we have developed a positive working relationship to deliver our shared vision of resident focused services, high-performance and collaboration.

We very much look forward to a long-lasting partnership that puts residents first. Whilst this 2022 plan is an update, we will be reviewing and reinvigorating our future plans to deliver WNC's aspirations following the publication of a new council Housing Strategy later this year.

Listening and responding to residents is key to NPH's success. We are proud of the range of involvement activities available across all communication channels and neighbourhood locations. This is a key priority for NPH to maintain and build upon in the coming years.

We would like to take this opportunity to thank our residents, colleagues and stakeholders who make Northampton Partnership Homes the success it is.

We would welcome your feedback on our Corporate Plan and the work we do. Your thoughts and views are highly valued.



Mike Kay
Chief Executive



Andrew Woods
Chair of the Board

02.

WHAT WE DO

NORTHAMPTON PARTNERSHIP HOMES (NPH) IS AN ARMS- LENGTH MANAGEMENT ORGANISATION (ALMO).

We were set up on 5 January 2015 to manage housing services on behalf of Northampton Borough Council (NBC) with our contract novating to West Northamptonshire Council (WNC) on 1 April 2021.



NPH was set up for an initial period of 15 years and our responsibilities include the following services:

- Allocations and lettings
- Managing the Housing Register
- Repairs and maintenance, including health and safety compliance
- Housing management, including dealing with anti-social behaviour
- Tenancy support
- Customer engagement
- New build housing and development
- Leasehold management and Right to Buy
- Rent income management
- Management of Ecton Lane traveller site
- Investment of existing stock

Whilst NPH is wholly owned by WNC, we have an independent Board of directors to make decisions. We are here to provide and maintain good quality homes and great customer service.

We believe that listening and acting on the views of our residents is crucial to the provision and development of housing services. The ALMO model provides greater opportunities for customers to get involved and help shape services. We welcome resident members to our Board and work with a wide range of resident panels and groups to continually improve services.

We believe in going well beyond a traditional enabling and delivery role. A safe, secure and affordable home is a human need. Added to which, we are a major employer in the region supporting and developing the local economy through:

- Creating value in land and property;
- Creating wealth and opportunities for the local supply chain; and
- The creation of jobs and apprenticeships.

WE HAVE A GREAT TEAM, WE LOVE WHAT WE DO AND ARE PROUD TO BE A PART OF WEST NORTHAMPTONSHIRE'S FUTURE.

03.

NPH HOMES



3

NPH HOMES

11,369** homes across the Borough of Northampton, including 47 properties in 3 supported development.

997 leasehold properties.

1,988 older persons accommodation.

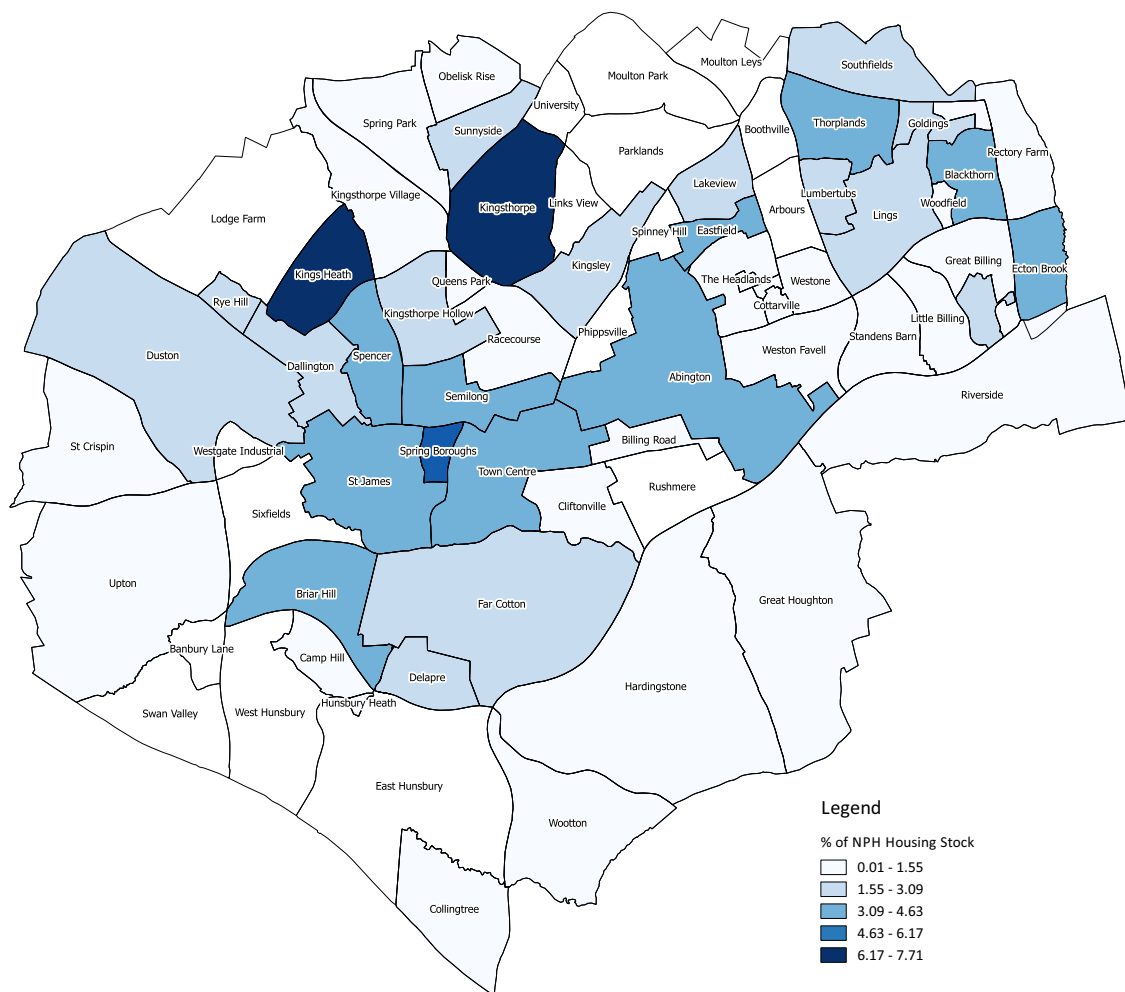
15 Community Hubs.

A traveller site of 35 pitches.

2,072 garages.

(All data as at 31 March 2022)

** (Includes older persons and supported properties)



04.

OUR VISION, MISSION, VALUES & CULTURE

The Vision, Mission and Values for NPH were developed with all our stakeholder groups including residents, employees, Board members, operating partners, contractors and with the Council.

These statements set the direction for our strategic objectives. Our stated purpose and intention are at the core of who we are, what we want to achieve and how we want to deliver.



NPH's Vision, Mission & Values are:

Our Vision:

NPH provides homes which enable people to live happy and healthy lives in enriched communities.

Our Mission:

- We improve lives by sharing a common purpose.
- We improve and maintain the quality of our homes.
- We provide services which endeavour to meet the needs and aspirations of all tenants and residents.
- We will provide the opportunity for people to influence the immediate and long-term futures for themselves and their communities.

Our Values:

- Open and Strong
- Listen and Respond
- Achieving more with others
- Aim High and Deliver

Our Culture

A great place to work, with a clear sense of direction shared by all, and ambitious to succeed on behalf of our customers.

A place where people work as one team, where people believe in the values of the company and go the extra mile to deliver homes and places where our customers want to live.

A place;

- where colleagues are kept well informed, are listened to and whose views are respected;
- where colleagues are encouraged to learn and develop;
- where talent is nurtured;
- which has the courage to try things differently;
- where people are empowered to perform, and individual performance is recognised and well managed;
- where success is celebrated and where we are proud to let others know about our success.

Widely respected as an efficient, professional organisation, demonstrably fair and honest, which respects the individual and reflects the diverse communities we serve.

An organisation with a strong, confident image that does what it says it will do.



05.

NATIONAL AND LOCAL CONTEXT

WE BELIEVE THAT UNDERSTANDING THE LOCAL AND NATIONAL CONTEXT IS AN IMPORTANT PART OF MAKING DECISIONS THAT AFFECT OUR BUSINESS, CUSTOMERS AND THE NPH TEAM.

It is inevitable that during the life of this plan, new challenges and opportunities will arise. Team NPH has continued to work throughout the last two years, ensuring we provide services to our customers whilst also keeping our staff and customers safe.

The COVID-19 pandemic has changed the way we work now and will continue to do so in the future.



We constantly monitor the external environment and adjust our approach to:

- Support stakeholders and customers;
- Protect the organisation; and
- Adjust and identify opportunities for growth.

The key issues at the time of writing this plan are summarised in the following section.

Increases in the cost of living impacting on financial inclusion, well-being and fuel poverty.

NPH will continue to support residents to access Government Hardship Funds and on a one-to-one basis to help manage rent payments that may become impacted by the increases in the cost of living and fuel/energy costs.

We will continue to explore projects and opportunities that will help to reduce energy bills for residents such as the funding secured from the Social Housing Decarbonisation Fund to improve solid wall properties with improved insulation, ventilation, new windows and new heating systems, which will improve energy efficiency, reduce energy bills and work towards carbon zero targets.

Our CIC Happy to Help will continue to support residents through initiatives such as the food bank, helping households needing emergency food aid, the Crisis Fund providing vulnerable households with white goods, beds and essential items and the Paint Shop allowing residents to decorate on a budget.

We will continue to deliver our highly accredited support service where NPH has been recognised as an outstanding housing support provider by EROSH the National Consortium for Older Peoples Housing and Support.

Universal Credit is in full service nationally, replacing legacy benefits. A survey carried out by the National Federation of ALMOs (NFA) and Association of Retained Council Housing (ARCH) published in 2021 shows 77% of organisations had seen increased demand for support services, use of food banks and increased fuel poverty. 53% of households in receipt of UC were in arrears, at an average of £489.

Our financial inclusion and welfare service provides support for residents in financial difficulty to maximise their income, access benefits, grants and manage their finances.

Demand for the service has increased significantly since the start of the pandemic and we are committed to providing this support as an alternative to enforcement wherever possible.

We are active members of a multi-agency welfare reform group, which co-ordinates local responses to welfare reform and offers a platform for sharing best practice with other housing providers and partners.

The uncertainty of the pandemic has presented numerous challenges for colleagues and residents alike, making it more difficult to plan and deliver services.

We have continued to embrace technology to enable agile working across all service areas, which has enabled services to continue throughout the pandemic.

As lockdown restrictions have been released, demand for services has naturally peaked. This is also at a time where employee resources were affected by COVID sickness and isolation. We have worked to ensure that residents are kept informed of any delays to services due to COVID. Our repairs service has been working to clear 2752 backlog of jobs which could not be completed due to COVID restrictions. This has been reduced to 600 in April 2022.

There is, and may continue to be, a shortage of materials and skilled labour needed to meet our new build targets for social housing.

Acknowledging the ongoing need for new homes, we have worked closely with partners to try to minimise the impact of supply chain issues and labour skills shortages and other major challenges to continue building and progress developments where safe and possible to do so.

There is, and will continue to be, a shortage of affordable housing and high demand for social housing.

We will continue to work with West Northamptonshire Council to support the development and delivery of a new Housing Strategy, with priority being given to increasing the supply of affordable and socially rented homes.

Since starting the programme in 2018, we have already completed the biggest council house build programme in Northampton for decades and we are working to deliver at least 1,000 new homes by 2028.

We continue to focus on a “whole home, whole neighbourhood” approach to development; making sure that we improve existing homes and neighbourhoods in harmony with the delivery of our new build programme.

Regulatory developments relating to the Charter for Social Housing Residents – Social Housing White Paper.

We are ready to meet the commitments of the charter with a solid resident involvement framework and a commitment to consulting with residents on all major developments within NPH.

We have already made changes to the way complaints are dealt with and publish performance information to support accountability to our residents. We are also continuing our focus on building safety and quality through our planned improvement programmes.

Tenant board members contribute directly to NPH's governance process with a comprehensive training and development programme to support them.

We also work with other social housing providers nationally to share best practice and contribute collaboratively to inform policy.

NPH's ownership was transferred to WNC in April 2021, which presents numerous opportunities to expand our partnership work, reach and development programme across the county.

Positive and productive relationships are being developed between NPH and WNC's leadership team and members. We are supporting WNC in the development of a new Housing Strategy for the West Northants area, recognising that NPH has a key role to play in the delivery of the Strategy objectives.

NPH is working proactively with WNC Adult Social Care and NHS NCCG (NHS Northamptonshire Care commissioning Group) on the delivery of supported housing with recent examples of Oak Tree Rise (young adults with autism and challenging behaviour) and Moray Lodge (adults with acquired brain injury and mental health problems) and working on a future pipeline of schemes.

The UK population is ageing significantly and the provision of housing and services for older people needs to reflect this change.

We continue to work in close partnership with housing providers in the local area to provide options for older people on the housing register.

A thorough review of older persons' housing across our entire stock has increased our understanding of the requirements for existing customers, enabling us to continue to plan effectively for the future.

06.

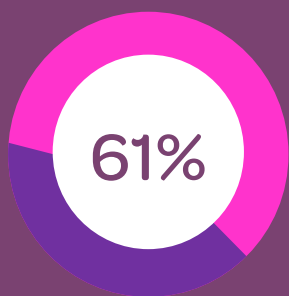
OUR CUSTOMERS

Here we show our main resident demographics and the properties they live in.

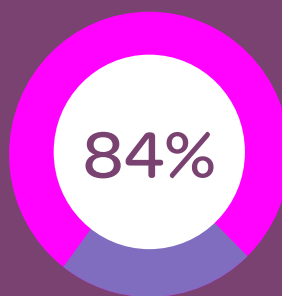




OUR RESIDENTS



Female: 61%
Male: 39%



Single tenancies: 84%
Joint tenancies: 16%



36%

of residents are in receipt of Universal Credit



38%

have a known vulnerability



4%

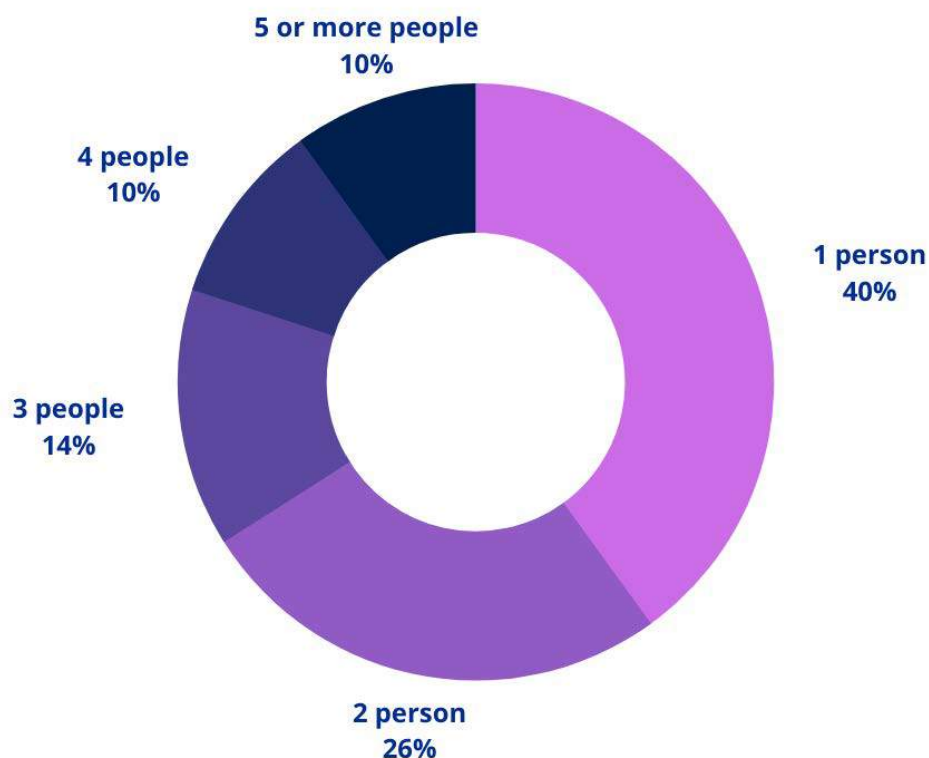
are recorded as being disabled

OCCUPANTS

According to our records, we house more than 24,000 people of which over 6,000 are children. This adds up to around 11% of the population in the borough.*

The most common household size is just one person.

*Population estimate 2019 mid-year estimate of 224,610, occupant numbers may be understated.



OUR PROPERTIES



43%

4,876 of our properties are houses



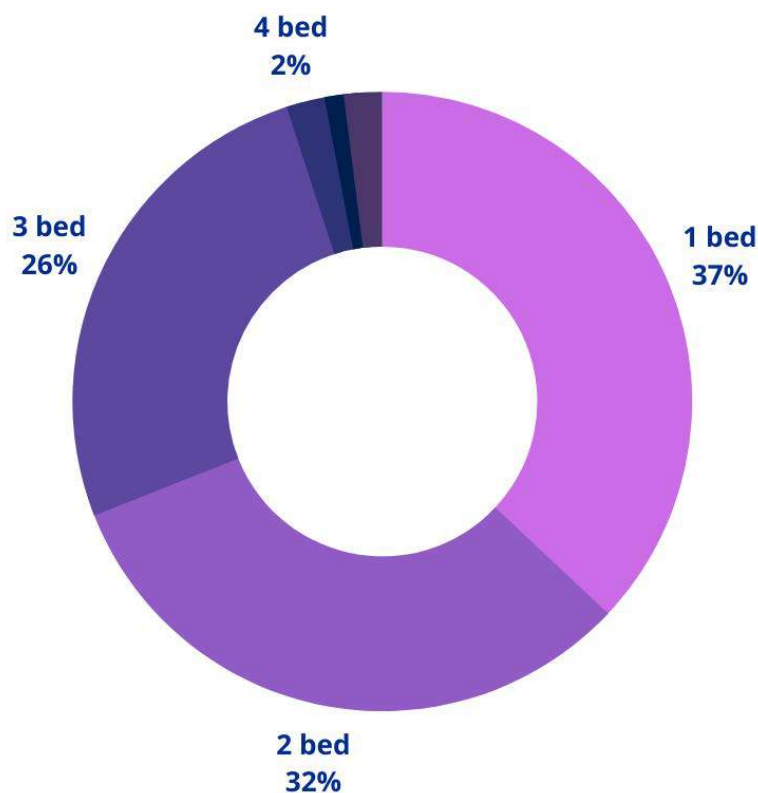
43%

4,873 of our properties are flats/maisonettes



14%

1,629 of our properties are bungalows



NPH Properties

Studio flats	241
1 bed	4172
2 beds	3638
3 beds	2996
4 beds	207
5 beds	115

07.

OUR PLANS FOR 2022-2023

ON TRANSFER WE DEVELOPED
A FRAMEWORK OF STRATEGIC
OBJECTIVES THAT ACKNOWLEDGE THE
PRIORITIES OF THE COUNCIL AND NPH.

They reflect what is important to our
organisations, our tenants, leaseholders
and staff, and the partnerships that help us
to improve our services overall.

The following pages outline our key
achievements in delivering these
objectives over the last year and our plans
for further improvements.





OUR FIVE STRATEGIC OBJECTIVES ARE:



Quality homes and estates



Customer Focussed



Opportunity and access for all



Maximise Partnership



Being an effective organisation

Our 2023 Vision Roadmap:



Quality homes and estates

- £200m will be spent over the 5 years on improving homes, neighbourhood regeneration and increasing the number of new homes
- Increase customer satisfaction of grounds maintenance and cleaning of communal areas
- A 10 year Development Strategy delivering a minimum of 1,000 new homes
- Complete the Pilot Phase and commence Phase 1 of Social Housing Decarbonisation Fund Programme to support the 2030 and 2050 zero carbon targets



Customer Focussed

- Conduct regular tenant and leaseholder surveys
- Achieve and maintain support service accreditation
- Explore rent income accreditation
- Achieve and maintain ASB accreditation
- Institute of Customer Service (ICS) Service Mark accreditation in 2023
- Invest in adapting properties by 2023 to maintain resident independence
- Expand our housing offer to bring forward further opportunities for supported housing for future delivery within our development pipeline



Opportunity and access for all

- Enhance our online anytime self-service offer, including online repairs reporting and satisfaction surveys
- Building up our resident involvement offer and engagement opportunities to ensure all can participate
- Providing training opportunities for tenants to support them obtain new life skills and enhance quality of life

Our 2023 Vision Roadmap:



Maximise Partnership

- Develop and grow our Community Interest Company, Happy to Help, aiming to generate inward investment of £500K in social value by 2023 across West Northamptonshire
- Deliver an increased programme of social and affordable housing need over the next 5 years for the Council through our Investment / Development Plan Framework
- We will use our established 10-year partnership with Equans to deliver investment and improvements to existing homes
- We will grow our newly established framework of smaller local contractors and suppliers to assist in the delivery of a local, first class repairs service
- Build on our already good relationship with WNC



Being an effective organisation

- Continue service improvement reviews: repair costs, Community Hubs, SLAs and service charges
- A Rent Income Strategy that supports residents and those on Universal Credit to sustain tenancies whilst maximising income
- Achieve £1.2m income generation from PV (Photovoltaic) Panels over the next 5 years
- Deliver a Talent Management Programme developing existing and new employees
- Maintain a Strategic Apprenticeship Programme
- Reducing our Carbon Footprint by 20% by 2023
- Procure green electricity from October 2020 and aim for top quartile performance



SOCIAL VALUE

NPH IS MORE THAN
JUST A HOUSING
PROVIDER.

“Providing homes for
people to live happy and
healthy lives in enriched
communities.”

Below are just some of
the ways in which we do
this and provide added
social value in what we
do.



SUPPORTING YOU



341

Residents supported



531

ASB cases closed



£246,059

Reclaimed for residents



4,053

Welfare checks



470

Tenants given financial advice



2.80%

Arrears reduced by



99%

of tenancies sustained after support



51

Number of DA survivors supported to live a safe life



450

Total number of lifelines installed

HOUSING



£2.1M

Spent on property adaptations



1,150

Properties adapted



658

Properties let



61

New homes



173

Mutual exchanges completed



214

Homeless people housed



56

Number of people downsized into more suitable accommodation



38

Older persons moved into more suitable accommodation

ENVIRONMENT



661,125 Kg

Co2 saved by solar power generation



2,753,307 kWh

Renewable electricity generated by solar panels



1,600

Homes that have solar PV systems generating electricity, over 3MW of renewable power generation

OUR STAFF



£11,749

raised for charity
since 2019



29

Apprentices since
2018



49

Staff passing
qualifications



2,575

Hours spent on training
(face 2 face, online,
internal & external)

COMMUNITY



1,885

Residents
consulted with



15

Community hubs
managed by us



81

Groups operating
out of our hubs



£9,411,147

Awarded grant
funding



4

Apprenticeships
created through Engie

HAPPY TO HELP CIC

In 2018, NPH launched 'Happy to Help', a wholly owned social enterprise subsidiary of NPH.

The community interest company (CIC) aim is:

**TO IMPROVE THE HEALTH,
WELLBEING, ECONOMY,
ENVIRONMENT AND AVAILABILITY
OF OPPORTUNITIES FOR THE
BENEFIT OF NPH RESIDENTS AND
THEIR COMMUNITIES.**





HAPPY TO HELP CIC

- Maximising the social value that can be achieved from NPH contracts and partners to provide additional support and funding for our communities
- Working with third sector organisations to channel activity through the CIC to deliver a range of projects for the benefit of tenants and the wider community
- Supporting tenants directly through a range of services that support individuals and communities
- Expanding and growing to meet the needs of communities across West Northamptonshire
- A fund to help support residents with de-cluttering their homes
- Our Communities Fund is aimed at helping neighbourhood groups do something positive in their local community and has funded a significant number of varied community projects so far
- Since establishing the fund, we've supported 54 initiatives. A few of the projects that we've supported this year include:

Since launching, Happy to Help has established:

- A Communities Fund – providing small grants and purchases for community and residents groups
- A Food Bank to assist and support tenants who may be struggling to afford food for themselves and their families
- A Crisis service to provide basic white goods, furniture, and essential items such as bedding and crockery for those unable to afford them
- A Community Paint Shop that recycles waste paint, provides volunteer opportunities and enables people to decorate on a limited budget
- Handyperson and Gardening Services for those needing more help around their home
- Funding high-viz vests and insurance for a community cycling group
- Purchasing gardening equipment for groups to look after open spaces
- Provided a notice boards for the community
- Paid for activity packs for a youth group supporting children impacted by substance use
- Purchased plants and shrubs for a resident group
- Funding for a play worker on an estate

COMMUNITIES FUND

Supported **16**
community and
resident groups

Made a positive
impact on

480 lives in
the community

FOOD BANK

Helped
389
households

and **580**
people with
emergency
food aid

HANDYPERSON SERVICE

Provided **170+**
households with low-cost help
around the home and garden

PAINT SHOP

Diverted **2,295** litres of
paint from landfill

Helped **330** households
to decorate on a budget

CRISIS FUND

Supported **124** vulnerable
households with white
goods, beds and essential
items, supporting **187**
people

ONE PLANET LIVING

AT NPH, WE BELIEVE THAT EACH OF OUR RESIDENTS, EMPLOYEES, SUPPLIERS, AND STAKEHOLDERS HAS A CRUCIAL ROLE IN CREATING A SUSTAINABLE FUTURE FOR WEST NORTHAMPTONSHIRE.

To help us become a more sustainable organisation and to support WNC's adoption and commitment towards delivering the United Nations worldwide Carbon reduction targets, we have adopted the One Planet Living framework, which is based on the ten simple principles on the next page.

These principles provide a holistic approach to sustainability and will feature clearly in our plans for the future.



One Planet Living top 10 principles:



If everyone on the planet lived as we do in the UK, we would need three planets to produce and absorb the natural resources consumed.

THE CONCEPT OF ONE PLANET LIVING WORKS TOWARDS THE IDEAL THAT WE MUST REDUCE OUR ECOLOGICAL FOOTPRINT TO WITHIN THE MEANS OF OUR PLANET - IT IS THE ONLY ONE WE HAVE!

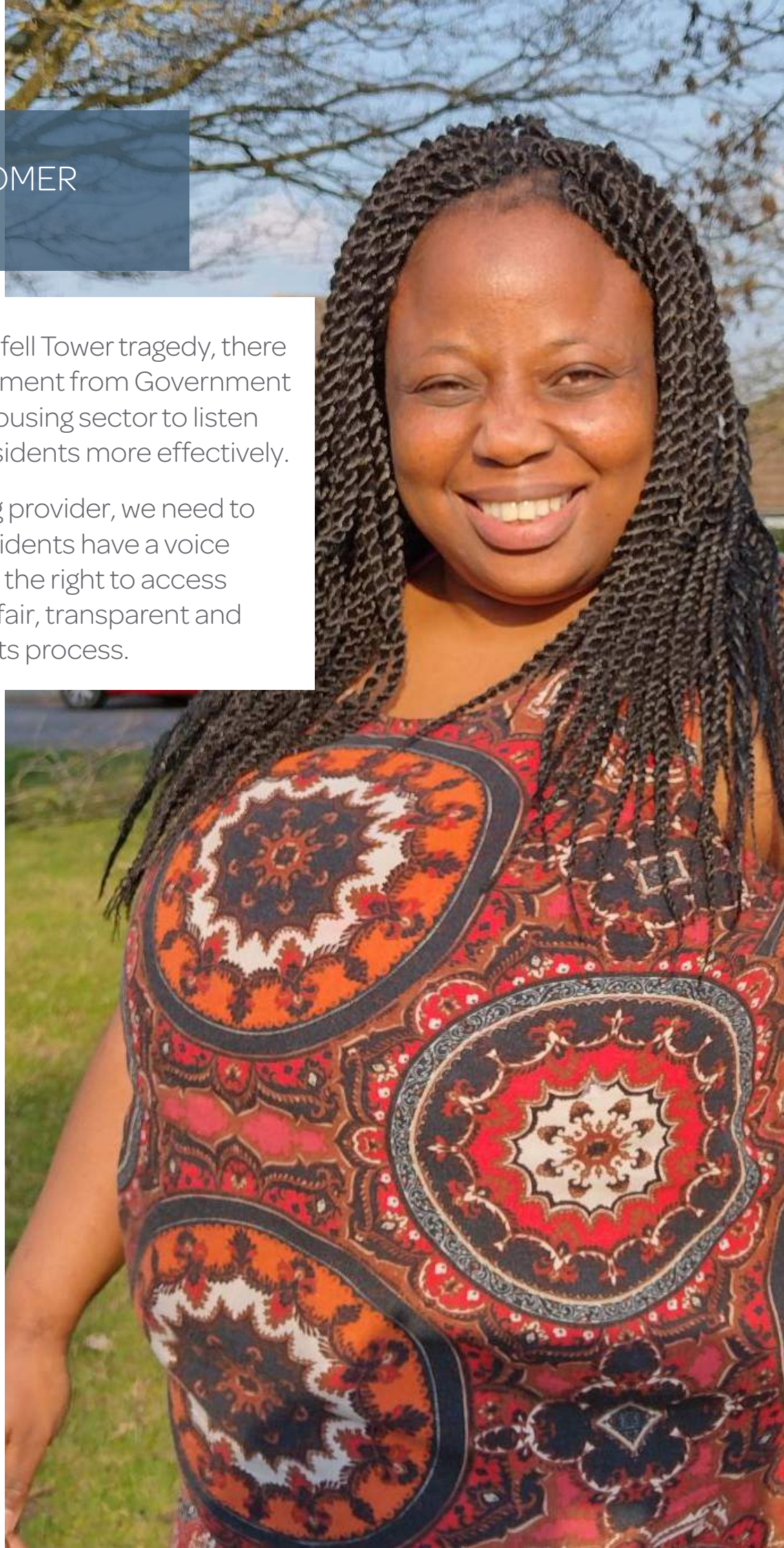
We have a specialist sustainability manager and have launched our One Planet Living Strategy and associated action plans. This approach to sustainable development will enable NPH to:

- Increase efficiency of service provision, saving money and reducing resource consumption;
- Increase resilience to changing environmental, social and economic challenges;
- Manage risk by anticipating and adapting to future trends and changing demands;
- Monitor and report on key social and environmental aspects;
- Engage stakeholders through effective communication of sustainability ambitions;
- Continue Whole House Retrofit Pilot Project and stock surveys to prepare for 2030 and 2050 Zero Carbon targets and;
- Target continual reductions in carbon emissions of 7% per year, and a 20% reduction in the NPH carbon footprint by 2023

BEING CUSTOMER FOCUSSED

Following the Grenfell Tower tragedy, there is a strong commitment from Government and the national housing sector to listen and respond to residents more effectively.

As a social housing provider, we need to make sure that residents have a voice across all services, the right to access information and a fair, transparent and efficient complaints process.



BEING CUSTOMER FOCUSSED

Whilst we have taken resident involvement seriously from the outset at NPH, we recognise the need to move with the times and find ways to engage with more of our residents. In the last year, we have reviewed both our resident involvement structure and our complaints process to strengthen resident voice.

Complaints are resolved quicker, lessons are learned and action is taken to make sure that we improve as a result. We are committed to running tenant and leaseholder surveys to gather feedback and use this to improve our services.

We aspire to be amongst the best service providers nationally. To help us get there, we are working with the Institute of Customer Service (ICS) to achieve Service Mark accreditation by 2023. NPH is now a well-established organisation, with a great team in place and clear direction for the future. We will work with the ICS to identify areas of improvement and benchmark our performance against other organisations.

In 2021 we launched an internal Customer Service Programme, a new Customer Charter and Service Standards. As part of the programme of work we will continue to engage with customers over the coming year to help us develop a new Customer Service Strategy that reflects how tenants would like to access our services and the levels of service expected.

Our customer service principles are:

- making it easy to do business with us;
- making sure that our staff are well trained and continually developed;
- aiming to get all that we do right first time;
- listening and responding to you;
- showing empathy and honesty;
- being polite and respectful;
- providing quality services; and
- when things go wrong, keeping you updated and learning from it.

KEY BUSINESS OBJECTIVES





Quality homes and estates

Our Future Plans

NPH recognises that making a place feel like home is not just about the property, but the environment and surroundings in which people live. We have adopted a 'whole home, whole neighbourhood' approach alongside our focus on 'one planet living' – creating sustainable neighbourhoods and homes for now and future generations. We will ensure we review all opportunities to help us to achieve decarbonisation targets when making improvements to homes. This approach will also help to reduce energy bills for tenants.

Between 2018-2023 approximately £200m will be spent in improving homes, neighbourhoods and new homes. Our Asset Management Strategy is focused on delivering:

- Homes which meet housing need
- Homes which are sustainable: in construction and occupation
- Affordable Homes
- Homes that are safe and secure
- Homes to feel proud of

NPH has successfully bid for two funding awards from the Social Housing Decarbonisation Fund, totaling £9m. The funding will enable NPH to carry out a pilot for a Whole House Retrofit project in Kingsthorpe and Kingsley and a further £6m to roll out the scheme to more than 400 eligible properties in St James, Kingsley, Kingsthorpe, Abington and Kingsthorpe Hollow. A further 150 solid wall properties are being fitted with improved insulation, ventilation, new windows and new heating systems, which will improve energy efficiency, reduce energy bills and work towards carbon zero targets.

Over 2022-23 we will be continuing to ensure compliance with the new Building Safety Regulations that are emerging following the tragedy at Grenfell.

Alongside property improvement, our priorities have been focused on working to improve our Right First Time repairs, Grounds Maintenance, Communal Area Cleaning and reducing fly-tipping. In 2021-22 over 5,000 unreported fly-tips were removed from our estates.

Since 2018 NPH have proudly created 330 new homes. 'Right to Buy' is seeing up to 125-140 homes sold per year, whilst housing need remains high - there are currently 3,162 households on WNC's housing waiting list, of which 139 are homeless (31st March 2022). NPH supports the Council with Temporary Accommodation for those in emergency need and in March 2022, this was 113 homes. There continues to be an increasing pressure on local housing provision as demand for affordable housing grows.

We are therefore proud of our ambitious plans to deliver a 10-year Development Strategy (house building programme) that will deliver a minimum of 1,000 homes. Our aspiration is to build a minimum of 100 homes per year ensuring an increasing provision of affordable homes for Northampton and the new West Northamptonshire area.

Our plans look to provide homes for all our tenants diverse needs which includes developments to support adults with additional needs, new build bungalows adapted for disability along with town center housing for key workers.

See www.nph.org.uk/development-and-investment for further detail on all of our developments and investments and new build numbers/locations.

Whole home, Whole neighbourhood

- Commence planned capital works 'Whole Neighbourhood' programme 2022-23
- Increase the number of Right First-Time repairs and increase customer satisfaction
- Increase customer satisfaction of Grounds Maintenance and Cleaning of Communal Areas.
- Develop and monitor the Block Waste Management Strategy and Policy
- Complete the Pilot Phase and commence Phase 1 of Social Housing Decarbonisation Fund Programme to support the 2030 and 2050 zero carbon targets
- Building Safety Regulations and compliance assurance for Gas, Electrical, Fire, Legionella, Asbestos, Legionella and Radon in line with the new regulations

Whole home, Whole neighbourhood

- Support West Northamptonshire to develop a Housing Strategy and strategic review of opportunities and barriers to expand council house building across the area
- Complete an additional 100 new homes 2022-23
- 100 homes to start on site during 2022-23

KEY ACHIEVEMENTS

£3M funding from the Social Housing Decarbonisation Fund to pilot a Whole House Retrofit project in 150 properties in Kingsthorpe and Kingsley

Our Neighbourhood investment programmes is continuing across Northampton with 13 areas completed in 2021-22 - Goldings, Southfields, Briar Hill, Great Billing, Little Billing, Rectory Farm, Overstone Lodge, Woodfield, The Headlands, Cottarville, Cherry Orchard, Weston Favell and Standens Barn

Commenced 'whole neighbourhood' programme of planned regeneration works in Ecton Brook and Belling in 2021-22

Launched a new Asset Management Strategy in 2022

Acquired and refurbished 12 former council homes for affordable housing

Continued to deliver a programme of new build schemes on former garage sites

Commenced two town centre office-residential conversions (Riverside House and Beaumont House) each aiming to deliver 60 new apartments for affordable rent

Acquired outline planning consent to deliver 170 new homes on Avenue Campus in 2021

Commenced vertical extensions of Woodstock and Dover Court each aiming to deliver 10 new apartments for affordable rent

Completion of Farmfield Court (former Tanners Pub site) delivering 17 new homes, a new shop and takeaway in Thorplands

Completed Moray Lodge in Duston creating 20 homes with support for adults with additional needs and acquired brain injury in 2020, and Oak Tree Rise creating 8 homes for adults with autism and mental health needs enabling tenants to live in their own home

NPH continue to be a successful inward investor on behalf of WNC to increase house building opportunities and have secured £23.8m to date:

- £1.8m NHS funding secured to deliver two supported housing schemes
- £9m funding from BEIS for decarbonisation works
- £1.4m Homes England funding for supported housing
- £6.2m Homes England funding for general needs housing
- £1.4m Homes England funding for Next Steps Accommodation for rough sleepers (NSAP)
- £550k Homes England funding for Rough Sleepers Accommodation project (RSAP)
- £450k One Public Estate (Cabinet Office) Brownfield Release funding

KEY OUTCOMES

Neighbourhoods regenerated

Improving the quality of homes

Community cohesion

Improving the upkeep and maintenance of grounds and cleaning of blocks

Safer and cleaner places to live

Reduced fly tipping

New homes built to off-set Right to Buy sales

Investment in our stock asset

Increasing the supply of affordable and social housing to help meet future housing need

Helping to meet the demand for new homes

A wider local provision of social housing types

Customer Focussed

Our Future Plans

In response to the Grenfell Inquiry, a new Social Housing White Paper, new Regulator for Social Housing standards and a Building Safety Bill have been published. These new documents set out the importance of tenants right of access to services and information in a timely manner, the right to complain and be heard, and responsibilities on Landlords for ensuring safety regulations are complied with. NPH have in place robust building safety procedures to keep tenants safe and provide a wide range of resident involvement opportunities to ensure our customers voice is heard.

How our customers feel about us is directly shaped by their service experience. In order to embed a culture of excellent customer service we have become a member of the Institute of Customer Service (ICS). Our new Customer Service Programme launched in 2021 is leading this work. We will be reviewing our Customer Service Strategy and expanding our satisfaction and transactional surveying to gather regular customer feedback and improve services as a result of the feedback we receive. NPH recognises the importance of:

- Listening and acting on what our customers tell us;
- Making it easy to do business with us and contact the right person;
- Doing what we say we are going to do, and;
- Getting it right first time.

The ongoing effects of the global pandemic and the unprecedented cost-of-living and energy crisis is hitting residents hard. We will continue to provide support to our most vulnerable tenants by helping those eligible, to access Government Grants and benefits and provide additional support, where possible, through our Community Interest Company (CIC), Happy to Help.

When welcoming new tenants, NPH want to help ensure that every tenancy is sustainable and provides a safe and secure home. Our Tenancy Sustainment Strategy, Anti- Social Behaviour (ASB) Strategy and Older Person's Strategy enable us to:

- Support tenants to live independently
- Ensure tenants are appropriately housed and supported where required and;
- Improve community cohesion and sustain tenancies.

Customer focussed housing services

- Monitor the impact of the ASB Strategy and maintain ASB Accreditation to ensure continued improvement and customer satisfaction
- Work with partners (inc social services) to support tenants in complex needs and older persons accommodation
- Explore Rent Income Service accreditation
- Deliver our Customer Service Programme and achieve ICS Service Mark Accreditation in 2023
- Develop a new Customer Service Strategy
- Corporate Customer Service Training programme 2020-23 to embed customer service culture
- The average re-let time for all void properties to be no more than 26 days in 2022-23
- Provision of a Plus One responsive repairs service where we complete a repair job and do one extra thing whilst we are there.
- Monitor and assist in discharging the statutory homelessness duty on behalf of WNC
- Undertake a strategic review of our approach to CCTV installation and monitoring to improve security of apartment blocks
- Work collaboratively with City Fibre and other providers for the roll out of high-speed fibre across neighbourhoods with NPH managed homes
- Ensure the delivery of our approach for supporting tenants impacted by Fuel Poverty

Great customer satisfaction

- Conduct Leaseholder Survey in 2022
- Increase overall customer satisfaction to 75% (CSI) by 2023
- Monitor and review Customer Repairs Satisfaction Tracker data and implement service improvements from feedback
- Increase satisfaction with Right First-Time repairs

Helping people live happily in their homes

- Invest in aids and adaptations
- Implement the recommendations from the Tenants Scrutiny Panel review of the Financial Inclusion Officer function
- Information and advisory communication campaign on damp and mould

KEY ACHIEVEMENTS

NPH's housing management team won the Chartered Institute for Housing's (CIH) 'Housing Heroes Awards'

Achieved HouseMarks ASB Service Accreditation with the highest attainment level

Accredited as an outstanding housing support provider for the third year running by EROSH the National Consortium for Older Peoples Housing and Support

Supported 51 survivors of Domestic Abuse in 2021-22 to ensure they live free from further harm and safely

Conducted welfare checks via the Welfare and Complex Needs Team, ensuring our most elderly and vulnerable tenants have the support they need

Supported tenants to access £246,000 in unclaimed benefit payments they are entitled to

Supported 341 tenants with housing related support, with 99% of tenants who receive the housing related support still sustaining their tenancy

Expand our housing offer in 2021 to include new build supported housing for adults with physical disabilities mental health problems, learning disabilities and autism

Property Maintenance and Compliance service standards introduced

Invested in providing aids and adaptations to support people in their homes and in new build adapted homes

Empty homes brought back to use more quickly

Offered homes to 658 new tenants in 2021-22

Developed a Pre-Tenancy Programme to support vulnerable applicants to manage their tenancy

Reviewed the model offered to tenants in Older Persons Housing to facilitate more movement within our own stock and ensure tenants rehoused in suitable accommodation

Customer Service Programme launched

New Customer Charter and Service Standards

NPH became an accredited Living Wage Employer

KEY OUTCOMES

Improving Repairs Right First Time

Accredited quality services

Listening and acting upon tenant and leaseholder views

Sustaining tenancies

Enabling tenants to live independently

Housing families who are most in need quickly to meet increasing demand

Improving customer satisfaction and customer service

Providing support and advice on money and benefits

Opportunity and access for all

Our Future Plans

We want our tenants to feel connected to their communities and to be able to access our services at any time. We will be continuing to enhance our online service offer to provide a wide range of opportunities for 24/7 self-serve services creating a speedier and more efficient experience. Our visiting officers are able to complete services on behalf of tenants in their own home through mobile working devices.

Resident involvement is important to NPH. Our approach is centered on knowing our customers, engaging in ways and places to suit them and capturing their experience of accessing our services to be the best we can be in our sector.

We value the opportunities to run community projects such the annual Garden Competition and Community Hero Awards.

NPH supports tenant training opportunities through an in-house provision, working with partners such as Equans and signposting to the many external providers that deliver courses for free.

We recognise the important role we can have in linking up tenants to develop new skills and support well-being. Our community hubs play an important part in providing a space for these and other opportunities where people and community groups can come together in a local space.

Our Community Interest Company (CIC) Happy to Help is co-governed by tenants. This enables real customer empowerment as tenants become involved in strategic decision making and lead on community investment.

Those that like to keep involved with NPH via Facebook, can join us at: NPH Connect and on Twitter via @NPH_News.

24/7 access to services

- Develop concierge model scheme for Belgrave House
- Development of Customer Service Strategy which includes reviewing and improving customer access to services
- Undertake a strategic review of the approach to internet and communication connectivity of apartment blocks

Great customer satisfaction

- Continue to support and deliver community events to bring services, information and support direct to our estates
- Continued Community Hub improvements, including provision of onsite wi-fi access

KEY ACHIEVEMENTS

Expanding opportunities for Tenant volunteers to support the work of the CIC, such as volunteering at our Community Paint Shop

Opening of Moray Lodge providing 20 self-contained apartments with independent supported living and 24/7 support available to residents with acquired brain injury and mental health needs

Developed our Resident Involvement offer to enable as many residents as possible to take part in activities in ways that suite them best

Provide training opportunities for tenants to support them obtain new life skills and enhance quality of life

Improved on-line housing services during 2021 including an electronic sign-up process, online forms (e.g. cancel tenancy) and online identity and document verification

Community events such as:

- Litter picking with WNC, Northants Litter Wombles and Veolia in Lumbertubs and St James
- Bellinge Community Engagement Afternoon sharing information from a number of local organisations, including Northants Police, WNC, Fire Service, Free2Talk Youth Club and Community Spaces Northampton

KEY OUTCOMES

24/7 access to services

Assisting tenants to develop new skills

Tenants helping to shape services

Making it easy to do business with us at a time that is right for our customers

An effective mobile workforce helping tenants to self-serve in their own homes

Active Resident involvement forums

Direct tenant involvement in decision making

Increased community Involvement

Maximise partnership

Our Future Plans

Our Community Interest Company (CIC) 'Happy to Help' launched in 2018 and is making a big difference to the lives of new and existing residents with its rapidly evolving service offer. We aim to create inward investment of around £500K over 5 years through our CIC for residents.

We will continue to build our contract partnerships such as the ones established in 2017-18 with Equans (for planned investment work and voids), Just Ask (for communal block cleaning) and Continental Landscapes (for grounds maintenance). Successful procurement has delivered improved service quality, efficiencies, standardised products and reduced costs, whilst bringing investment into the local economy.

Our Development Plan Framework has seen NPH working with partners to house build and support West Northamptonshire Council in the delivery of housing services and increasing the supply of affordable housing. In 2022-23, 100 new homes will be built, and 150 new homes will start on site.

Preventing and tackling anti-social behaviour (ASB) is a priority and we work with partners including and not limited to Northampton Community Safety Partnership, Neighbourhood Wardens, Police, Adult Social Care, Mental Health services, Fire Service, youth services, local schools and third sector bodies.

We support a range of activities such as Days of Action, community clean ups and Blockwatch for proactive events to tackle ASB issues and raise awareness.

NPH enjoys the opportunity to take part in community events with our partners to raise awareness and tackle local issues together.

We will be looking to develop these existing partnerships further and form new connections across West Northamptonshire throughout the organisation and Happy to Help.

Maximising partnerships and social value

- CIC will aim to create income generation outside of Corporate Social Responsibilities monies of £500K over 5 years
- Resident volunteers participating in CIC work to target 500 hours per year 2019-23
- Use the CIC as an outlet to maximise the social value from contracts allowing resources to support and increase a range of services for the benefit of residents and communities across Northampton.
- Provide and embed a range of involvement options and community engagement events that provide an accessible range of ways for people to have a voice
- Support West Northamptonshire Council to increase the supply of affordable housing through our Development Programme
- Procure a new four-year contractor framework for new build.
- Secure inward investment towards achieving new build housing targets.
- Secure inward investment towards zero carbon targets.

KEY ACHIEVEMENTS

Keeping informed of local and national changes through the Northamptonshire housing management and development forums

Tackling community safety issues with the county-wide Community Safety Partnership, Northampton Community Safety Board, local hot spot groups and supporting community initiatives

Launched the CIC Community Paint Shop and Handy person Service

Introduced Neighbourhood Plans to provide key information, facts and services within local estates

Established contract partnerships with Equans (planned maintenance work), Just Ask (cleaning services) and Continental Landscapes (grounds maintenance) to improve services

Working with local contractors to assist in the delivery of a batched repairs service where repairs are grouped together by trade or area for example and completed at the same time

Happy to Help has received £9,800 National Lottery funding to support its Jubilee Beds project, which will provide beds to 70 people. That's a bed for each year of the Queen's reign! The funding will be used to buy a brand new bed and mattress, along with pillows, duvets and bedding so that recipients will have a warm and comfortable place to sleep

KEY OUTCOMES

Community events to raise awareness with partners and local schools

Investment in the local economy with contract partners

Tackling community safety issues with partners

Supporting residents through welfare changes

Achieving social value through procurement, engagement and investment

Apprenticeship opportunities

Supporting local communities through the provision of community investment initiatives

Achievement of common objectives through shared working with WNC

Being an effective organisation

Our Future Plans

NPH will deliver value for money in all we do and continue to conduct reviews of our services and costs on an ongoing basis to deliver the best value and quality for our residents. We recognise that our staff are our greatest asset, and we will continue to invest in development and growing our own talent. The use of the apprenticeship levy will be maximised to ensure we spend equal to or more than what is paid in.

Our Strategic Apprenticeship Programme promotes apprenticeship opportunities throughout NPH in the employment of trade, office and graduate apprentices across the business. This will ensure we have a skilled labour force into the future to deliver the efficient and high-quality service we need.

One of the sectors biggest challenges is Universal Credit. We will continue to monitor the rollout and impact of Universal Credit full service and at the same time review and update the Recovery Strategy to ensure maximisation of income collection.

We will be making some improvements to our main office at Westbridge Depot during 2022 creating a new office environment more suited to our needs and to enhance opportunities to invite our residents and partners to on-site events in a specially created space.

As an organisation we are committed to be a leading organisation for One Planet Living. We annually review our Streamlined Energy and Carbon Reporting (SECR) ratings and have implemented an Environmental Management System (EMS).

An efficient and effective business

- Reduce our Carbon Footprint by 20% by 2023.
- Continue to reduce the total social housing cost per unit over the 5-year plan.
- Achieve £1.2m income generation from PV Panels over the next 5 years (by 2023).
- Deliver an IT Strategy investment programme within agreed funding limits.
- Westbridge office extension and site improvements to enhance customer access.
- Develop systems to enable effective recovery and reporting processes for repairs recharges and debt recovery.
- Implement new service charging arrangements for tenants and leaseholders.
- Ensure Financial Audits remain unqualified.
- Review pilot of decarbonisation project and consider Whole House Retrofit investment.
- Reduce staff sickness absence to 7 days by March 2023.

Develop and retain our people

- Conduct our next bi-annual Employee Opinion Survey in 2023.
- Engage staff in a review of NPH's Competency Framework.
- Continue work experience opportunities with Northampton University housing students.

KEY ACHIEVEMENTS

Delivered a wide variety of training for staff, with 99 qualifications, 330 hours of face to face courses, 961 hours on in-house on-line learning and 90 hours on external on-line

Raised over £11,700 over the last three years for our nominated charities voted for by staff

Employed 24 apprentices

Reduced sickness absence from 14.71 days in 2015/16 to 6.83 days in 2021/22

Introduced a new Fire Risk Assessment tool which was shortlisted for a national housing industry award

Implemented improvements to our Scheduling and Mobile working software to improve efficiency for ourselves and contractors

Supported residents through another difficult year during COVID to maximise benefit entitlements to protect their tenancy

Published new Asset Management Strategy (2021- 2026)

NPH became an accredited Living Wage Employer

KEY OUTCOMES

Supporting local apprenticeship opportunities in the workforce

Investing in IT infrastructure and digital services to maintain and expand quality service provision

Low employee sickness absence

Leading One Planet Living organisation

Supporting local charities

Value for money services and contract procurement

Efficient and effective services and a skilled workforce

Investing and developing our workforce

Well managed budgets and capital investments

Ensuring the safety and wellbeing of our residents and staff

08.

RESOURCES

THE MANAGEMENT AGREEMENT BETWEEN WNC (FORMERLY NBC) AND NPH SETS OUT DETAILS OF HOW NPH IS FUNDED FROM MONIES AVAILABLE IN THE HOUSING REVENUE ACCOUNT (HRA) AND THE GENERAL FUND.

This Management Agreement has continued to remain in place since the inception of NPH but is currently being reviewed by both parties to ensure it still reflects the needs and requirements of WNC and NPH.

The financial plan is discussed annually before the start of each financial year to enable any necessary changes to be agreed.

The following table sets out NPH's income and expenditure budget for 2022/23 and the indicative level of activity over the following 4 years:



Income and Expenditure	Budget 2022/23 £'000	Indicative Budget 2022/23 £'000	Indicative Budget 2023/24 £'000	Indicative Budget 2024/25 £'000	Indicative Budget 2025/26 £'000
WNC Management fee	98,591	87,988	80,704	66,678	68,522
Income from PV panels	225	225	225	225	225
Income from investment property	30	30	30	30	30
Total Income	98,846	88,243	80,959	66,933	68,777
Management fee - HRA	15,276	15,494	15,741	15,992	15,821
Management fee - General Fund	281	281	282	282	283
Repairs and Maintenance (Managed Budget)	13,312	15,494	15,741	14,209	14,493
Capital Programme (Managed Budget)	69,947	58,875	51,054	36,420	38,150
Expenditure from investment property	10	10	10	10	10
Total Expenditure	98,826	88,223	80,939	66,913	68,757
Net Surplus/(Deficit)	20	20	20	20	20

For 2022/23 there is a 4.1% increase in rent income, reflecting the CPI +1% increase allowed in legislation. The CPI value used is for September 2021 and was 3.1% giving a total 4.1% uplift. This increase in rent income will provide additional support to the Housing Revenue Account and therefore our Management Fee.

This is essential to support the continued investment into the housing property and growth in our new build programme and to manage the escalating costs of materials and subcontractors following the UK leaving the EU and the impact of COVID.

Although this financial year has still had significant disruption due to the COVID pandemic and the level of tenants exercising their Right to Buy has returned to pre-COVID levels and consequently depleted the existing housing stock. However, we are continuing to add to the housing stock through our new build programme which will deliver several new developments including Beaumont House and Riverside House, and future projects completing in later years of the Clock House and the Roof Gardens.

This will help to ensure an overall increase of homes across Northampton, supporting the growing demand for council housing.

WNC Medium Term Financial Plan

for the Housing Revenue Account 2022-26

THE PLANS WE HAVE SET OUT FOR 2022/23 WILL BE DELIVERED WITHIN THE FINANCIAL ENVELOPE. OUR KEY AIM IS TO SAFEGUARD SERVICES FOR CUSTOMERS AS MUCH AS POSSIBLE.

We will continue to enhance our Value for Money Strategy and action plan that will enable us to continue to maximise efficiencies whilst delivering the extensive new build programme to ease the housing shortage across Northampton.

Our ambition for 2022 onwards is to continue to have a significant impact on the supply of affordable homes across West Northamptonshire, working closely and collaboratively with the West Northamptonshire Council to ensure we can support the growing demand across the county.

Income Description	Budget 2022/23 £'000	Indicative Budget 2023/24 £'000
Rent: Dwellings	53,050	54,740
Rent: Non-Dwellings	951	937
Service Charges	2,435	2,487
Other Income	16	17
Total Income	56,452	58,181



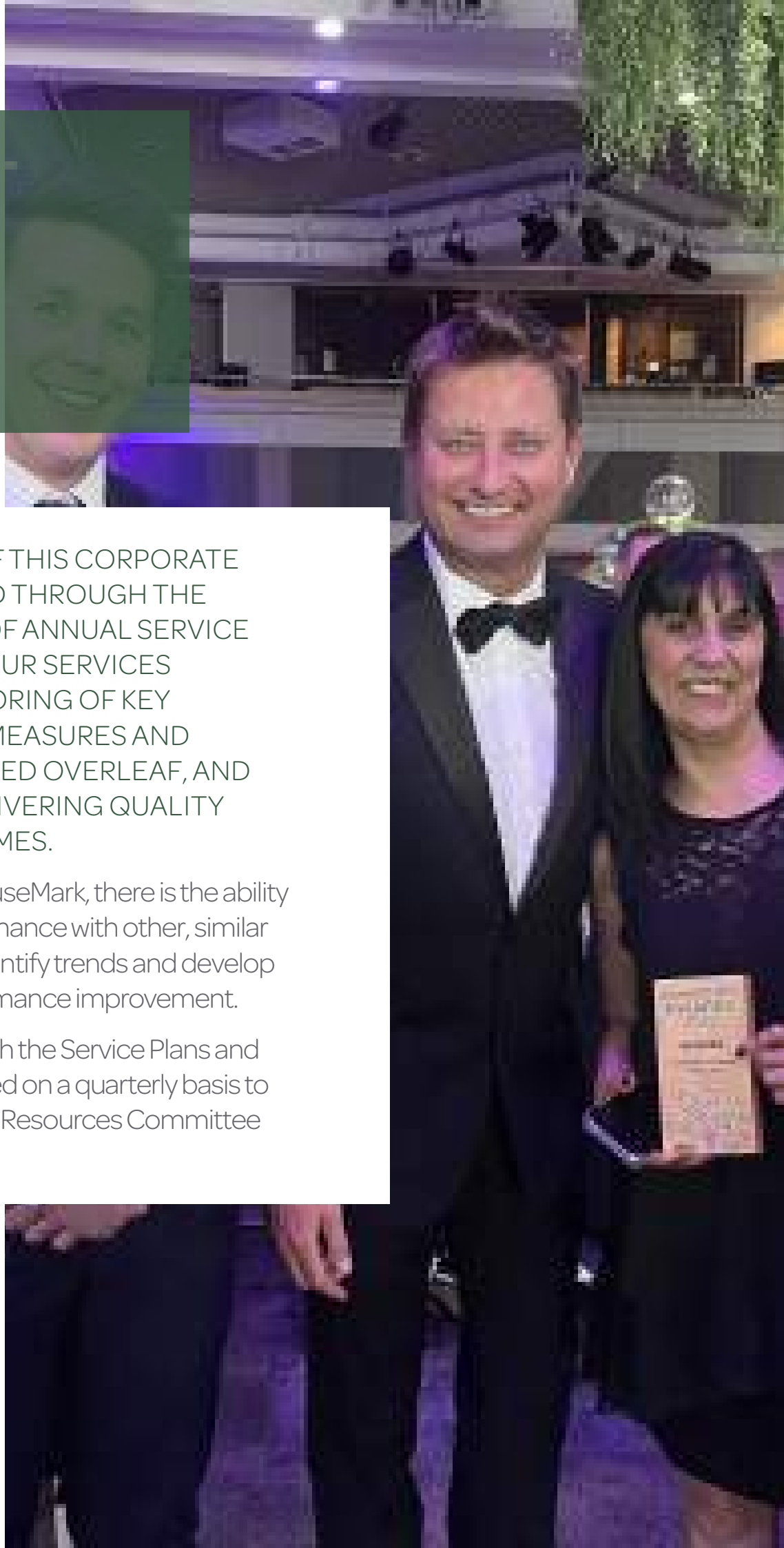
09.

MEASURING SUCCESS

THE DELIVERY OF THIS CORPORATE PLAN IS ENSURED THROUGH THE DEVELOPMENT OF ANNUAL SERVICE PLANS FOR ALL OUR SERVICES AND THE MONITORING OF KEY PERFORMANCE MEASURES AND TARGETS, DETAILED OVERLEAF, AND A FOCUS ON DELIVERING QUALITY SERVICE OUTCOMES.

As members of HouseMark, there is the ability to compare performance with other, similar organisations, to identify trends and develop solutions for performance improvement.

Performance of both the Service Plans and measures is reported on a quarterly basis to our Operations and Resources Committee and NPH Board.



CORE MEASURE	REFERENCE	Performance Measure	2022/23 Targets
STRATEGIC OBJECTIVE ONE - Quality homes & estates			
	NPH01a	Number of non-decent properties as at 1 April (LAH measure)	0
	RPM02	Appointments kept as a percentage of appointments made	98%
Core measure	RPM03	% of total repairs completed within target period	97%
	RPM03iii	% emergency repairs completed within target time	99%
	RPM04	% of repairs completed during first visit	90%
	RPM05	% of tenants satisfied with most recent repair carried out	90%
Core measure	ASM01a	% dwellings with a valid gas safety certificate	100%
	ESV02	% blocks cleaned to HouseMark 'C' standard or above	88%
	ESV04	% of grounds maintenance to blocks maintained to HouseMark 'B' standard or above	88%
	ESV03	% reported fly tipped rubbish that NPH is responsible for removed within 2 days	95%
STRATEGIC OBJECTIVE TWO - Customer focussed housing services			
	ADP03	% of customers satisfied with the adaptations service	98.5%
	LET01	Number of tenancies terminated as a percentage of properties managed	For information
Core measure	LET10	Average days taken to re-let minor works void properties	18 days
Core measure	LET11	Average days taken to re-let major works void properties	38 days
Core measure	LET12	Average days taken to relet ALL void properties	26 days
	LET03	% of dwellings that are vacant and available to rent	For information
	LET04	% of dwellings that are vacant and unavailable to rent	For information
	LET05	% of lets accepted on first offer	For information
Core measure	RIM01	Void rent loss	0.85%
Core measure	RIM02	Rent Collected as a % of rent owed (ex arrears b/f)	99%
Core measure	RIM03	Current Tenant arrears as % of annual rent debit	3.15%
	TRAV01	Rent collected for traveller sites (ex arrears b/f)	90%
	SEV04	% of quarterly support reviews completed of tenants who engage	96%
	HAS02	% of tenants moving into Older Persons Tenancies provided with Lifeline within 5 working days	95%
	HAS03	% urgent support assessments of tenants who engage completed in 5 working days	95%
	HAS04	% non-urgent support assessments of tenants who engage completed in 10 working days	95%
STRATEGIC OBJECTIVE THREE - Opportunity & access for all			
	CI01	% of complaints responded to in full within target time	92%
Core measure	CI02	% of complainants satisfied with case handling	96%
	CI03	% of tenant system records which are fully complete	82%
STRATEGIC OBJECTIVE FIVE - Effectively managed & trusted organisation			
	VFM01	Tenants satisfied that their rent provides value for money	83%
	VFM02	Tenants satisfied that their service charge provides value for money	69%
	ASB04	% satisfaction with the ASB service (case handling)	85%

10.

GOVERNANCE

THE BOARD HAS ULTIMATE RESPONSIBILITY FOR ENSURING THE COMMITMENTS GIVEN IN THIS CORPORATE PLAN ARE DELIVERED.



The Board will seek input and feedback from residents, employees, WNC and other key stakeholders. The responsibilities of each stakeholder will be as follows:

Board

The Board has two away days per year in addition to meeting eight times per year to approve the strategic direction of the organisation and to monitor delivery and performance, assisted by its committees.

Committees make recommendations to the Board who have the responsibility for any decisions made.

Residents and Leaseholders

Resident input includes the Residents Forum, Scrutiny Panel, Complaints Panel, and the Leaseholder Forum which all have regular information on performance and progress.

The Scrutiny Panel is working through a planned schedule of reviews as well as completing ad-hoc reviews if the need arises. The Community Interest Company, 'Happy to Help' also has a number of tenant board members.

Employees

Employees will have regular information on performance and progress at team meetings, employee workshops and through regular one to one meetings with their line managers. They will have opportunity to input at an operational level.

West Northamptonshire Council

WNC will support NPH to ensure the company has the resources to deliver the Management Agreement.

Benchmarking

Membership to HouseMark will continue. HouseMark is an organisation that provides a data analysis and benchmarking service.

It will help us to understand cost, performance and quality and provides the opportunity to compare performance against other, similar organisations.

Customer Satisfaction is also benchmarked through The Institute of Customer Service.



NORTHAMPTON
PARTNERSHIP HOMES

Corporate Plan 2022
www.nph.org.uk
0300 330 7003