



NORTHAMPTON
PARTNERSHIP HOMES

CORPORATE PLAN

2018 - 2023

Homes • People • Communities

Latest update April 2021



NPH CORPORATE PLAN

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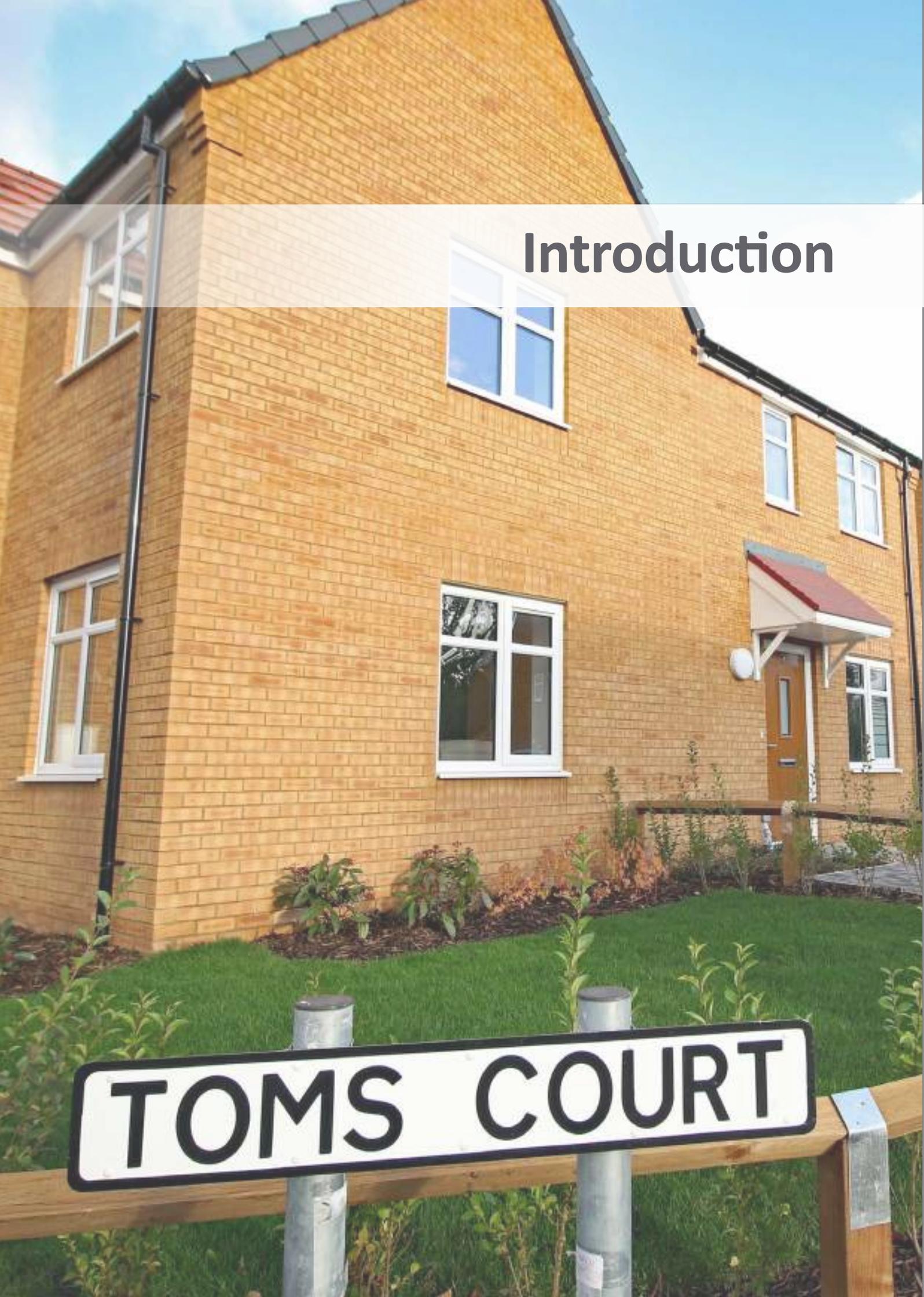
NPH Corporate Plan

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Introduction

TOMS COURT

Welcome to the 2021 update of our five year corporate plan. 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.

Our Corporate Plan is ambitious; it is designed to capture the aspirations of residents, employees, our Board and West Northamptonshire Council.

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, delivering high quality housing and services for West Northamptonshire.

This Board-approved Corporate Plan sets out our ambitions for the next five years of operation, and details some of the challenges we face.

We have now entered our seventh year of operation. This refreshed plan provides information about our achievements to date and details our future plans, challenges and opportunities.

NPH is a key business in Northampton and has a major contribution to make locally and regionally. We are delivering a range of essential services that support and add value to the neighbourhoods we serve, whilst supporting our local economy.

This includes not only helping people into homes to call their own, but supporting residents to find work, to access learning and skills programmes and health and wellbeing projects. At the same time, we are continually improving the quality of our homes.

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

We very much look forward to developing our partnership with the unitary local authority to enable the creation of new initiatives and opportunities across West Northamptonshire.

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



David Latham
Chair of the Board

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.
- 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.
- 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.

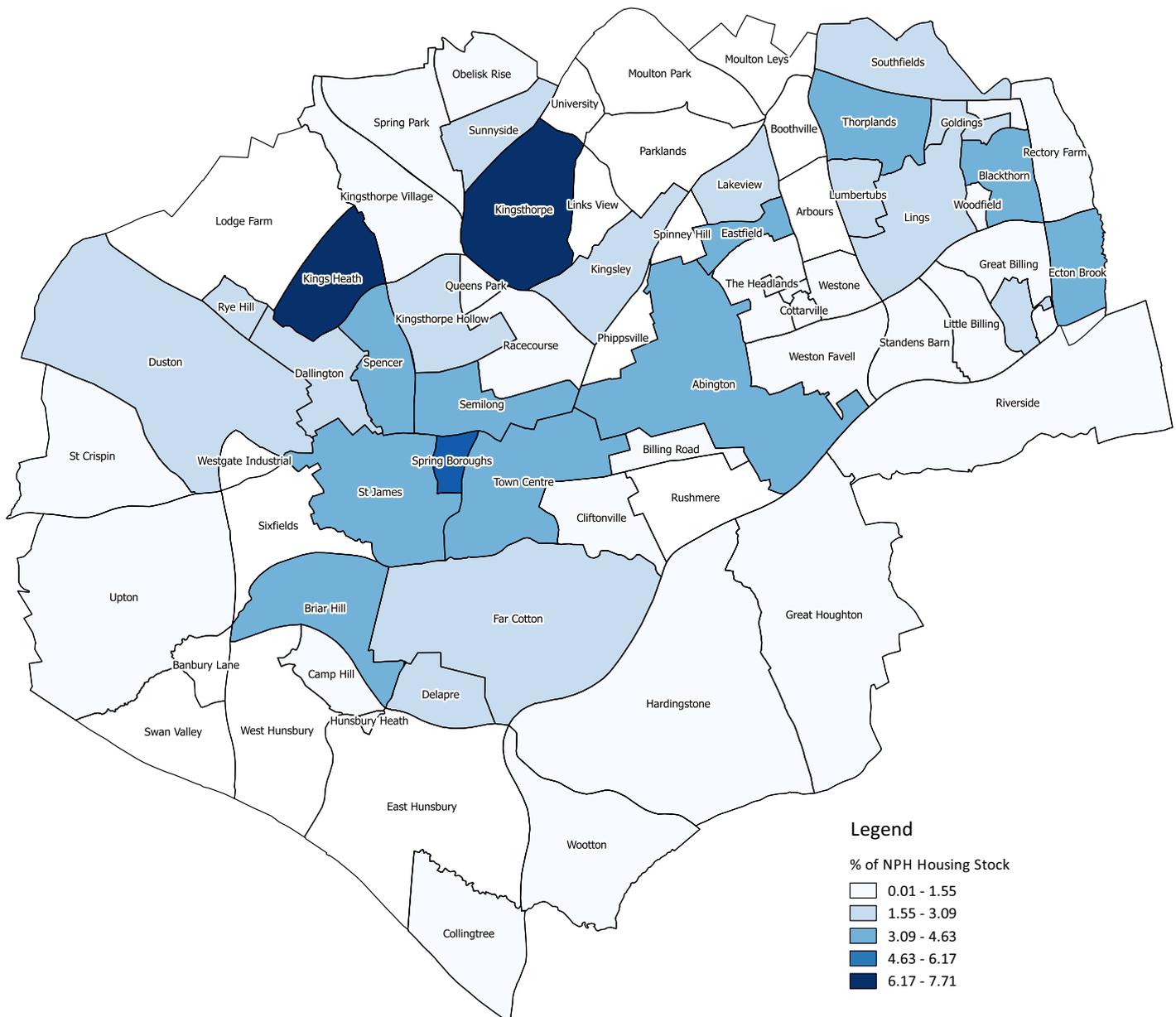
We believe that listening and acting on the views of our residents is crucial to the provision and development of housing services. The ALMO model provides greater opportunities for customers to get involved and help shape services. We welcome tenant members to our Board and work with a wide range of tenant 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 fundamental human need, added to which we are a major employer in the region supporting and developing the local economy through creating value in land, property, and creating wealth and opportunities for the local supply chain, 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.

NPH Homes





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NPH manages:*

- 11,380** homes across the Borough of Northampton.
- 984 leasehold properties.
- 2,010 older persons accommodation.
- 18 Community Hubs.
- A Traveller Site of 35 pitches.
- 2,149 garages.

* (1 March 2021)

** (Includes Older Persons homes)

Our Vision, Mission, Values



Our Vision

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

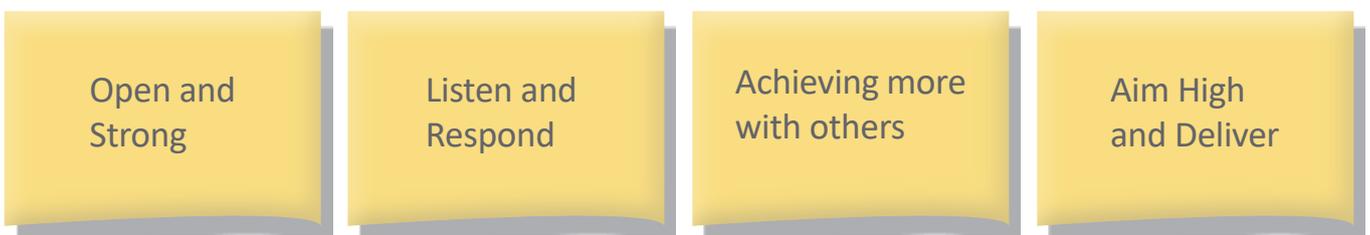
The Vision, Mission and Values for NPH were developed with all our stakeholder groups including tenants, employees, Board members, operating partners, contractors and with the Council.

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.

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



Our Culture

We want NPH to be:

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.

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.



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 worked through over a year of the Covid-19 pandemic, which has changed the way we work now and 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.

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 embraced technology to enable agile working across all service areas, which has enabled services to continue throughout the pandemic.

Colleagues have been redeployed where necessary to provide enhanced support for residents in need. Acknowledging the ongoing need for new homes, we have overcome supply chain issues and other major challenges to continue building and progress developments.

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 the Housing Strategy objectives, 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 build programme in Northampton for decades and we are working to deliver at least 1,000 new homes by 2028, with an aspiration to deliver 3,000.

We commit to 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.

Universal credit is in full service nationally, replacing legacy benefits.

A survey carried out by the NFA and ARCH published in 2020 shows 63% of households in receipt of UC are in arrears, at an average of £572.

We have developed a financial inclusion and welfare service to support residents in financial difficulty to maximise their income, access benefits and grants and manage their finances. Demand for the service has increased 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.

NPH's ownership has transferred recently to WNC, which presents numerous opportunities to expand our reach and development programme across the county.

We have ensured that services to residents were not disrupted by the transition. Positive and productive relationships are being developed between NPH and WNC's leadership team and members.

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

We are committed to delivering our older persons' housing strategy, to meet as a minimum and exceed where possible future housing need, support and resident aspirations.

We have created state of the art schemes for the over 55's at Lakeview House and Eleanore House and 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 plan effectively for the future.

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.

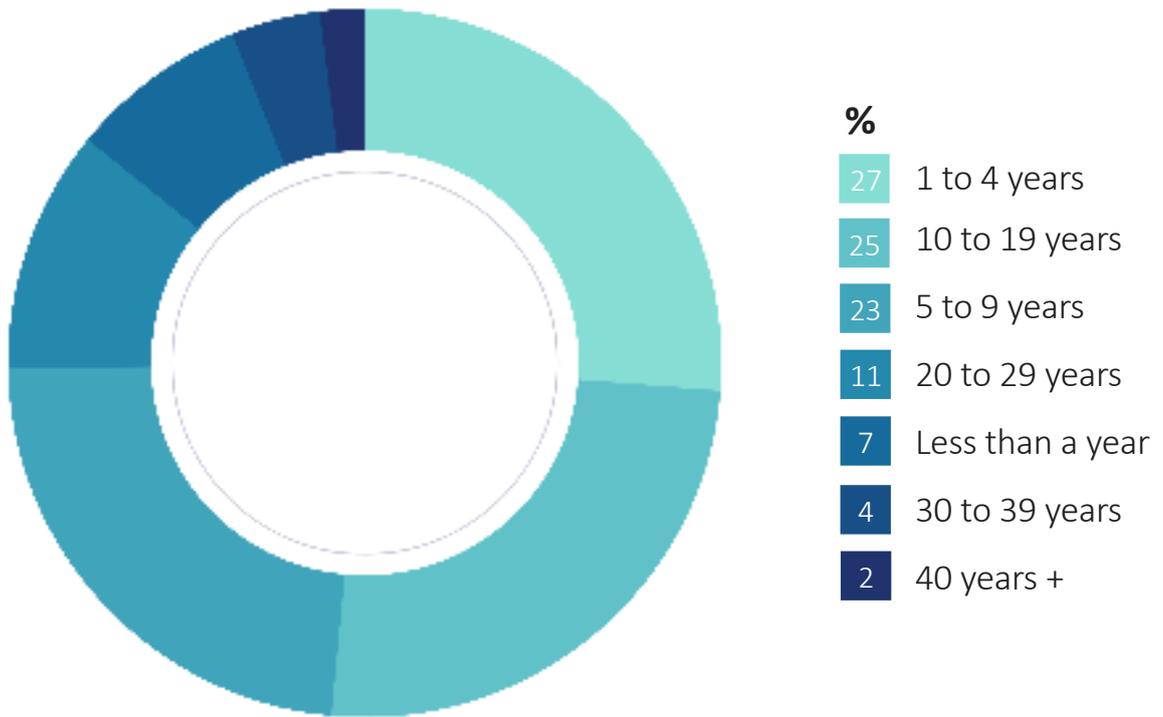
Tenant board members contribute to NPH's governance process with a comprehensive training and development programme to support them.

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

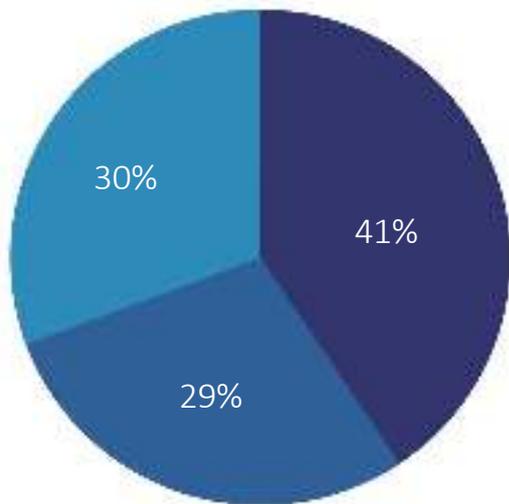
Our Customers



Tenancies



The largest group of tenants have had a tenancy for between 1 and 4 years.

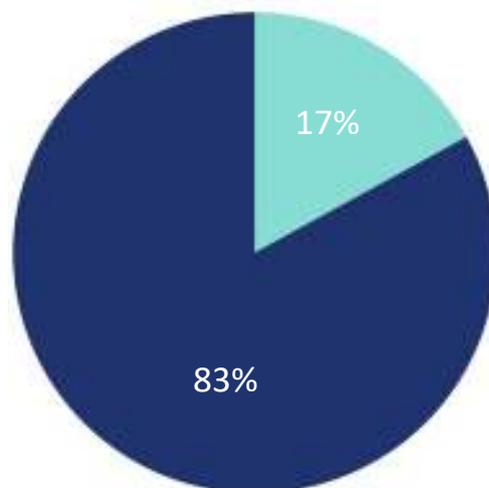


Housing Benefit

- 41% of tenants are in receipt of housing benefit.
- 29% of tenants are currently on the Universal Credit scheme.
- 30% are neither on UC nor in receipt of housing benefit.

Single vs Joint Tenancies

- Just over four fifths of the total number of tenancies are single tenancies.



Nationality of our customers



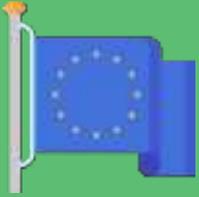
6%

6% of customers are from outside the EU.



70%

70% of tenants and leaseholders are UK Nationals.



4%

A further 4% of tenants and leaseholders are nationals of EU states including Ireland.

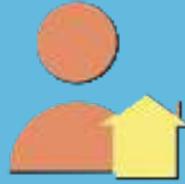
20% is unknown.

Housing Tenancies



17%

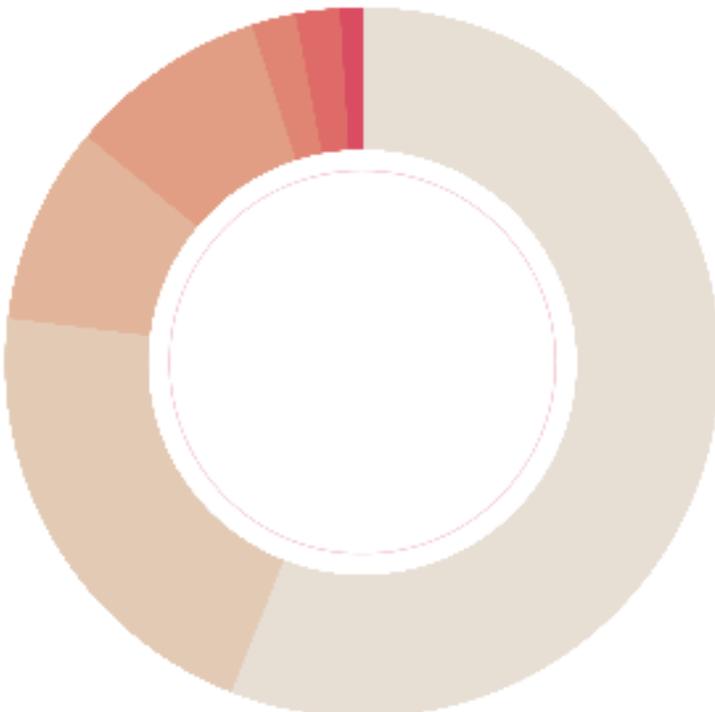
17% of our tenancies are joint.



83%

83% of our tenancies are single.

Ethnicity



%

- 57 White British
- 19 Not known
- 9 Black (British / Other)
- 9 White other
- 2 Asian (British / Other)
- 2 Mixed
- 1 Other

Properties that our tenants live in



43%

Just over 43% of tenants live in houses.



18%

18% of tenants live in older persons accommodation.



33%

33% of tenants live in flats.

6%

6% live in Other (bedsit, maisonette, bungalow not designated for older).

Makeup of our tenants



3:2

Female tenants outnumber males by a ratio of just under 3:2.



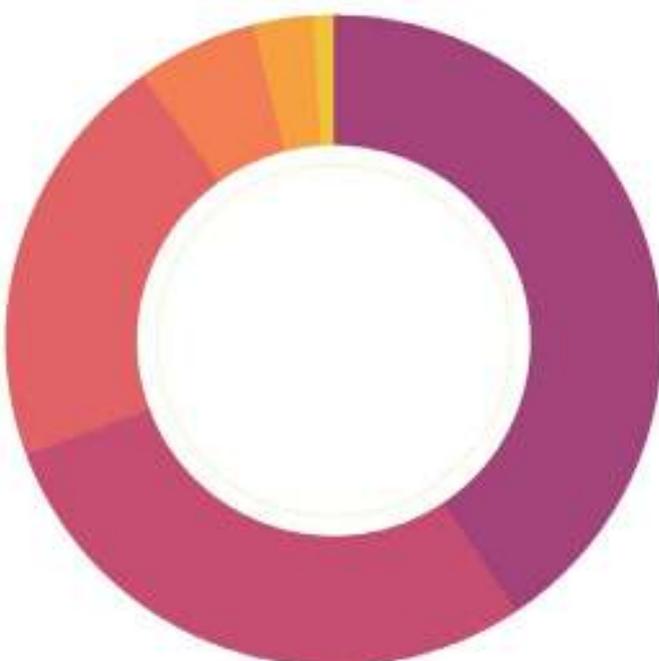
51.6

The average age of our tenants and leaseholders is 51.6.

50 - 59

The largest group is the 50-59 age group.

Religion



- The largest faith group is Christian at 40%.
- The next largest group is 'No religion' at 31%, followed by Muslim at 6%.

%

40

Christian

31

No religion

18

Not known

6

Muslim

4

Would rather not say

1

Hindu, Jewish or Sikh

Our Plans for 2018-2023





Our Strategic Objectives to 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.

Over the five-year plan we will be focussed on:



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.
- Warm Homes Fund started in January 2020 to invest £170,000 to support circa 200 homes.
- Complete Phase 1 of Social Housing Decarbonisation Fund Programme.
- Commence whole house retrofit pilot and stock surveys to prepare for 2030 and 2050 Zero Carbon targets.

Customer Focussed



- Conduct bi-ennial Leaseholder Survey in 2022.
- Conduct a bi-ennial Tenants Survey.
- Achieve and maintain Support Service Accreditation.
- Explore Rent Income Accreditation.
- Achieve and maintain ASB Accreditation.
- Institute of Customer Service (ICS) Service Mark Accreditation by 2023.
- Invested £6m in adapting properties by 2023 to maintain tenant independence.
- Expand our housing offer to include new build supported housing for adults with physical disabilities mental health problems, learning disabilities and autism by 2021.

Opportunity and access for all



- Enhance our online anytime self-service offer, including online repairs reporting, satisfaction surveys and 'Where's my repair Operative?'
- Building up our Resident Involvement offer and engagement opportunities to ensure all can participate.
- Providing training opportunities for tenants to obtain new life skills and enhance quality of life.
- Continue to expand the reach of our Community Bus, 'Daphne' to bring services, information and support direct to our estates and community events.

Maximise Partnership



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

Being an effective organisation



- Continue service improvement reviews: repair costs, Community Hubs, SLAs and service charges.
- A Rent Income Strategy that supports tenants and those on Universal Credit to sustain tenancies whilst maximising income.
- Achieve £1.2m income generation from PV 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 2023.

Homes People Communities

NPH is more than just a housing provider. We are proud to be:

“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

285 people supported



4021 welfare checks



99% of tenancies sustained after support

531 ASB cases closed



266 tenants given financial support



helped collect £275k in unclaimed benefits



64 domestic abuse survivors supported to live safe lives

430 lifelines installed



Our Staff

£826 given to charity



1381 hours spent training



99 staff gained qualifications

24 apprentices





Community

Daphne the NPH bus making regular visits to our estates and community events



99 community groups in our 18 community hubs



7 partnership apprenticeships created



Environment

2,869,370 kWh of electricity from solar panels...



...saving 668,965 kgCO2



Over 7000 items of fly tipped rubbish removed

Planted 105 trees



Provided 80 ecology measures including, bug hotels, bird feeders, nest boxes and hedgehog houses

140 tonnes of building waste recycled



On track to reduce our carbon footprint by 7%



How NPH is providing added social value...



Homes

255 homeless people housed



696 properties let

108 new properties



770 adaptations

£1.3M on adaptations including new builds





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

We do this by:

- 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 including the Communities Fund, Community Paint Shop, a Handyperson Service, Gardening Service, Food Bank and Tenants - In-Crisis Service.
- Expanding and growing to meet the needs of communities across West Northamptonshire.

Since launching, Happy to Help has established:

- A Communities Fund – providing small grants to 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 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. This is the only one of its kind in Northamptonshire.

In 2020 we introduced our low-cost Handyperson and Gardening Services for those needing more help around their home and this is already proving popular with tenants.

“I would like to say how pleased I was with the work that Joshua did. He is a true gem- it is so nice to have someone like Joshua do a job and know you will never be ripped off. Well done NPH who started this Happy to Help scheme” quote from resident.

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 38 initiatives. Some of the projects that we've supported this year include:

- Financial support for the United African Association to provide food during the pandemic.
- Paying for waterproof clothing for the Emmanuel Church youth group's walking activities.
- Financial support for Right Resolution's work around period poverty for those leaving the care system.
- Funding activity packs for Family Support Link to assist with their youth work.
- A variety of gardening tools, materials and plants for a number of residents groups.

Happy to Help CIC

Our second full year of operation



Provided food parcels to 724 homes managed by NPH
Benefitting the lives of 980 people living in NPH
properties

Secured 'in-kind' support from
charities, businesses and partnership
grants valued at £22,615



Diverted 1295 litres of paint from landfill and back to the community, enough to decorate 650 average sized bedrooms



Helped 195 households with decorating



Helped 172 people with white goods, furniture and essential items, benefitting 327 NPH households



Provided 253 food hampers for vulnerable households at Christmas



Funded 13 community projects through the Communities Fund

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 we have adopted the One Planet Living framework, which is based on the ten simple principles below.

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 we are refreshing our sustainability 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;
- Complete Phase 1 of Social Housing Decarbonisation Fund Programme; and
- Commence Whole House Retrofit Pilot Project and stock surveys to prepare for 2030 and 2050 Zero Carbon targets.

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.

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 more quickly, lessons are learned and action is taken to make sure that we improve as a result. We are committed to running biennial 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. We will be launching a Customer Service Programme and a new Customer Charter and Service Standards in 2021.

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.

We want our customers to know what they can expect from us and that our services are based on the following customer service principles:

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.

Quality homes and estates

Key Achievements

Neighbourhood investment programmes completed in Briar Hill, Lumbertubs and Lings.

Commenced 'whole neighbourhood' programme of planned regeneration works in Goldings and Southfields in 2020-21

5 Year Development Strategy launched in 2020

Ten-year annual cyclical internal component programme established

Upgrade to apartment block bin-chutes commenced in Spring Boroughs 2020-21

Published our One Planet Living Strategy

£1.8m NHS funding secured to support the delivery of Oak Tree Rise supported housing

Planning and purchase secured for Belgrave House to redevelop for affordable housing

£3m BEIS funding secured for Social Housing Decarbonisation Fund for whole house retrofit pilot

Completion of 21 new build properties in Toms Close, Collingtree and new build schemes on former garage sites, including Stockley Street.

228 new homes created since 2018 and 27 buy backs in 2020/21.

Key Outcomes

Neighbourhood regeneration and renewal

Improving the quality of our homes and the surrounding environment

Building new homes and off-setting RTB sales

Building communities

Improving the use of our assets for the future and meeting the demand for new homes

Increasing the supply of affordable and social housing, helping to reduce/meet the demand for new homes

Improving the upkeep and maintenance of grounds and cleaning of blocks delivering a safer and cleaner place to live

Zero tolerance on fly-tipping

Creating and maintaining homes for people to live happy and healthy lives

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 also 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. Over the next 5 years approximately £200m will be spent in improving homes, neighbourhoods and new homes.

We are delighted to have been awarded funding from the Social Housing Decarbonisation Fund, which means residents will benefit from warmer, greener homes through our Northampton Whole House Retrofit project. Eligible homes will benefit from improved insulation, ventilation, new windows and new heating systems, which will improve energy efficiency and reduce energy bills and work towards carbon zero targets.

Between 2017-18 to 2019-20 NPH delivered 228 new homes. 'Right to Buy' is seeing up to 125-140 homes sold per year, whilst housing need remains high- there are currently 2,922 households on our housing waiting list, of which 282 are homeless (1st March 2021). NPH supports the council with Temporary

Accommodation for those in emergency need and in February 2021, this was 115 homes. There is a real pressure on local housing provision.

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 to see a continued 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 such as Moray Lodge creating 20 homes with support for adults with additional needs and acquired brain injury in 2020 and new build bungalows adapted for disability.

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 2021-22.
- Increase the number of Right First Time repairs and increase customer satisfaction.
- Increase customer satisfaction of Grounds Maintenance and Cleaning of Communal Areas.
- Develop a Block Waste Management Strategy & Policy in 2021.

Making and building homes

- Complete strategic review of opportunities and barriers to expand council house building across West Northamptonshire.
- Complete an additional 100 new homes 2021-22 (300 new homes since creation of NPH)
- 100 homes to start on site during 2021-22.
- Acquire and refurbish 30 former council homes for affordable housing.
- Complete Phase 1 of Social Housing Decarbonisation Fund Programme.
- Commence Whole House Retrofit Pilot Project and stock surveys to prepare for 2030 and 2050 Zero Carbon targets.

Customer focussed

Key Achievements

Achieved ASB Service Accreditation with HouseMark with the highest attainment level and Support Service Accreditation

Supported 64 survivors of Domestic Abuse to ensure they live free from further harm and safely

Achieved Supporting People Accreditation in 2019

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 over £275,000 in unclaimed benefit payments they are entitled to

Supported 285 tenants with housing related support, with 98% of tenants who receive the housing related support still sustaining their tenancy

Property Maintenance and Compliance service standards introduced

Invested £1.3m providing aids and adaptations to support people in their homes and in new build adapted homes

Reducing re-let times, rent arrears and evictions

Offered homes to 784 new tenants in 2020-21

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

Increased the supply of accommodation for older people and supported housing by creating 45 flats at Lakeview, opened in 2019

New Customer Charter and Service Standards

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

Conducted the second Leaseholder Satisfaction Survey in 2020

Improving Repairs Right First Time

Key Outcomes

Accredited quality services

Accredited as an outstanding housing support provider for the second year running by EROSH

Listening and acting upon tenant and leaseholder views

Providing support and advice on money and benefits

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

Our Future Plans

How our customers feel about us is directly shaped by their service experience. The Grenfell Inquiry has also highlighted the importance of tenants' right of access to services and information in a timely manner, the right to complain and be heard. NPH recognise the importance of:

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

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 launching in 2021 will lead this work. We will be reviewing our Customer Service Strategy and expanding our satisfaction and transactional surveying.

When welcoming new tenants, NPH want to help ensure that every tenancy is sustainable and provides the security of having a 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 impact of ASB Strategy and maintain ASB Accreditation to ensure continued improvement and customer satisfaction.
- Explore Rent Income Service accreditation.
- ICS Service Mark Accreditation by June 2023.
- Customer Service Programme launched.
- Communicate new Customer Charter and Service Standards.
- Develop a new Customer Service Strategy.
- Corporate Customer Service Training programme 2020-21 to embed customer service culture.
- The average re-let time for all void properties to be no more than 26 days in 2021-22.
- Provision of a Plus One responsive repairs service in 2021, where we complete a repair job and do one extra thing whilst we are there.
- Monitor and assist in discharging the statutory homeless duty on behalf of WNC applicants.
- Undertake a strategic review of approach to CCTV installation and monitoring to improve security of apartment blocks.

Great customer satisfaction

- Conduct bi-ennial Tenants Survey.
- Conduct Leaseholder Survey in 2022.
- Increase overall customer satisfaction to 75% (CSI) by 2023.

Helping people live happily in their homes

- £1.3m for aids and adaptations in 2020-21.
- Expand our housing offer to include new build supported housing for adults with physical disabilities mental health problems, learning disabilities and autism by 2021.
- To implement the agreed recommendations from the Tenants Scrutiny Panel of the Financial Inclusion Officer function including the i-sourcing and implementation of a suitable system to manage and support financial provision and outcomes for our tenants.

Opportunity and access for all

Key Achievements

On-line reporting of repairs launched

Tenant volunteers recruited to the CIC

Community involvement projects held, such as the annual Garden Competition and Community Hero Awards

Developed an on-line Tenant Self-Serve Portal for on-line repairs reporting

Launch of Daphne, the community bus visiting estates on a timetabled schedule

Tenant board members recruited to the CIC

Equality and Diversity Policy

Upgrading of Community Hubs

Key Outcomes

24/7 access to services

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

Tenants helping to shape services

Assisting tenants to develop new skills

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

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 will be able to complete services on behalf of tenants in their own home through mobile working devices.

Resident involvement is important to NPH, and we will be continuing with our strategy of customer engagement centred 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 as the annual Garden Competition and Community Hero Awards. We have been excited at the launch of our community bus, fondly named Daphne, in summer 2019 which has been well received and offers monthly local area contact with officers.

For details visit: www.nph.org.uk/daphne-bus-timetable. Since Daphne began running, we have been able to support a number of local events throughout Northampton. Those that like to keep involved with NPH via Facebook, can join us at: NPH Connect, Daphne the NPH Bus and on Twitter via @NPH_News.

NPH supports tenant training opportunities through in-house provision, working with partners such as Engie 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 with tenants. This will enable real customer empowerment as tenants become involved in strategic decision making and lead on community investment.

24/7 access to services

- Completion of NPH's first two specialist supported housing schemes; Moray Lodge and Billing Brook Road.
- Improving on-line housing services during 2021 including an electronic sign-up process, online forms (e.g. cancel tenancy) and online identity and document verification.

Resident involvement

- Review options for engagement and embed the Tenant Participation Module to increase the number of involved tenants.
- Providing training opportunities for tenants to support them to obtain new life skills and enhance their quality of life.
- Continue to expand the reach of our Community Bus, 'Daphne' to bring services, information and support direct to our estates and community events.
- Publish the next 5 Year Neighbourhood Investment Plan and formalise our consultation approach.
- Complete an options appraisal on opportunities to create a self-build housing opportunity within West Northamptonshire.

Maximise Partnership

Key Achievements

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

Supporting the Council with delivery of its objectives, the development of the Housing Strategy and increasing the supply of affordable housing

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

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.

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

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

Launched the CIC Community Paint Shop and Handy Man Service in 2020

Key Outcomes

Tackling community safety issues with partners

Community events to raise awareness with partners and local schools

Achieving social value through procurement, engagement and investment

Apprenticeship opportunities

Supporting tenants through welfare changes

Investment in the local economy with contract partners

Supporting local communities through the provision of community investment initiatives

Our Future Plans

Our Community Interest Company (CIC) 'Happy to Help' launched in 2018-19 and has started to make a big difference to the lives of new and existing tenants. Looking forward we aim to create inward investment of around £500K over 5 years.

We will continue to build on contract partnerships such as the ones established in 2017-18 with Engie (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 will see NPH working with partners to house build and support West Northamptonshire Council in the delivery of their Housing Strategy and increasing the supply of affordable housing. In 2021-22, 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, our rapidly evolving CIC.

Maximising partnerships and social value

- CIC will aim to create inward investment of £500K over 5 years in social value to provide existing and new services.
- Create 500 volunteer hours per year through the CIC from 2019.
- 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.
- Support West Northamptonshire Council in its delivery of the Housing Strategy and increasing 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.

Being an effective organisation

Key Achievements

Implementation of the new materials contract supporting the delivery of a new, efficient delivery model

Full review of our Repairs Service to deliver Right First Time

Reduced sickness absence from 14.71 days in 2015/16 to 6.41 days in 2020/21

Raised over £11,200 over the last three years for our nominated charities voted for by staff

Developed a Staff Volunteering Policy

Developed a Sustainability and One Planet Living Strategy 2020-23

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 learning through our Learning and Development Programme

Introduced Annual Employee 'Making A Difference (MAD) Awards' to recognise staff commitment and achievements

Employed 24 apprentices

New Property Maintenance and Compliance Strategy completed in 2020-21 and team restructure

Reviewed Health and Safety and Compliance and delivered improvements to ways of working

New 3-year Procurement Strategy developed

Key Outcomes

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 tenants, residents and staff

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

Supporting local charities

Leading One Planet Living 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 tenants. 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.

An efficient and effective business

- Establish a corporate Environmental Management System (EMS).
- Comply with Streamlined Energy and Carbon Reporting (SECR) legislation.
- Implement One Planet Living Action Plan and reduce our Carbon Footprint 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.
- Deliver an IT Strategy investment programme within agreed funding limits.
- A Rent Income Strategy that supports tenants and those on Universal Credit to sustain tenancies whilst maximising income.
- Office re-location.
- Phase 3 of our Repairs Improvement Programme in 2021-2022.
- Implement DRS and Total Mobile for contractors
- Implement Total Mobile for civil, environmental and landscaping works.
- Roll out Total Mobile environmental works (Stock Condition Phase 2).
- Publish new Asset Management Strategy (2021-2026).

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 seek to finalise proposals to relocate from Westbridge Depot enabling the site to be redeveloped and creating a new office environment to enhance productivity and staff satisfaction in an environment more suited to our needs.

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

- Procure new contractor framework.
- Achieve robust Business Continuity arrangements.
- Develop systems to enable effective recovery and reporting processes for repairs recharges.
- Ensure Financial Audits remain unqualified.
- Embed the new procurement strategy for 2020 – 2022 and ensure back office services are fit for purpose.

Develop and retain our people

- Conduct our bi-annual Employee Opinion Survey in 2021.
- Introduce an Employee Reward Scheme in 2021
- Extend 360 degree appraisals across Senior Management team.
- Develop and implement a Talent Management Policy in 2021.
- Develop a Strategic Apprenticeship Policy for 2021 onwards.
- Continue work experience opportunities with Northampton University housing students.
- Reduce sickness absence to 7.5 days by March 2022.
- Procure new contractor framework.

Resources

The Management Agreement between the Council 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 will remain in place for NPH and the new parent organisation, West Northamptonshire Council.

The financial plan is discussed annually before the start of each financial year to enable any necessary changes to be agreed. This 5-year financial plan sees the continuation of annual increases in social housing rent which was reinstated in April 2020.

The following table sets out NPH's income and expenditure budget for 2021/22, recognising that future planned years will be updated as the needs and ambitions of the new West Northamptonshire Council are known:

Income and Expenditure	Budget 2021/22 £'000	Indicative Budget 2022/23 £'000	Indicative Budget 2023/24 £'000	Indicative Budget 2024/25 £'000	Indicative Budget 2025/26 £'000
WNC Management fee	88,347	82,200	82,437	68,671	67,671
Income from PV panels	225	225	225	225	225
Income from investment property	30	30	30	30	30
Total Income	88,602	82,455	82,692	68,926	67,926
Management fee- HRA	14,651	15,145	15,305	15,468	15,468
Management fee- General Fund	282	282	283	284	284
Repairs and Maintenance (Managed Budget)	12,383	12,889	13,020	13,199	13,199
Capital Programme (Managed Budget)	61,256	54,109	54,054	39,954	38,945
Expenditure from investment property	3	3	3	3	3
Total Expenditure	88,575	82,428	82,665	68,899	67,899
Net Surplus/(Deficit)	27	27	27	27	27

For 2021/22 there is a 1.5% increase in rent income, reflecting the CPI +1% rent rise permitted by the Regulator of Social Housing. The CPI value used is for September 2020 and was 0.5% giving a total 1.5% uplift. This increase in rent income will provide additional support to the HRA and therefore our Management Fee which is essential to support the continued investment into the housing property and growth in our new build programme.

The level of tenants exercising their Right to Buy has slowed during 2020/21 due to the Covid pandemic however in 2021/22, it is expected to revert to the volumes seen in earlier years, depleting our housing stock. However, we expect to add to the housing stock over the coming years through our new build programme which includes some major developments such as the Clock House, Beaumont House, Riverside House and the Roof Gardens. This will help to ensure an overall increase of homes across Northampton, supporting the growing demand for council dwellings.

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, 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.

NPH Performance Measures and Targets for 2021 - 2022



CORE MEASURE	REFERENCE	Performance Measure	2021/22 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	98%
	RPM04	% of repairs completed during first visit	87%
	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	86%
	ESV04	% of grounds maintenance to blocks maintained to HouseMark 'B' standard or above	86%
	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	3.25%
	TRAV01	Average number of working days to complete Rehousing Assessment for vulnerable applicants	90%
	SEV04	% of quarterly support reviews completed of tenants who engage	96%
	HAS01	Av no. of working days to complete Housing Support Assessments for Housing Support referrals.	6 working days
	HAS02	% of tenants moving into Older Persons Tenancies provided with Lifeline within 48 hours'	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	95%
Core measure	CI02	% of complainants satisfied with case handling	96%
	CI03	% of tenant system records which are fully complete	80%
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)	84%

Governance

The Board has ultimate responsibility for ensuring the commitments given in this Corporate Plan are delivered.

It will seek input and feedback from tenants, 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.

Tenants and Leaseholders

Tenants' 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 a regular one to one meetings with their line managers. They will have the 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 of 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.



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**NORTHAMPTON
PARTNERSHIP HOMES**