

Corporate Plan

Homes • People • Communities

2018 - 2023



Registered Office: The Guildhall St Giles Square, Northampton NN1 1DE
www.nph.org.uk



**NORTHAMPTON
PARTNERSHIP HOMES**

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Introduction



Welcome to Northampton Partnership Homes. This corporate plan sets out our plans until 2023 and how we will achieve them.

Our Corporate plan is ambitious: it is designed to capture the aspirations of residents, employees, our Board and NBC.

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 Northampton and looking forward, across the new West Northamptonshire Unitary Authority.

This Board-approved corporate plan sets out our ambitions for the next five years of operation, as well as some of the challenges we face.

We have now entered our sixth 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, within the new Unitary Authority from April 2021.

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 tenants 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 housing.

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

We continue to build on our strong and positive relationship with the Council and other partners. We very much look forward to develop these partnerships further to enable the creation of new initiatives and opportunities.

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).

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.
- Management of Ecton Lane traveller site.
- Investment of existing stock.

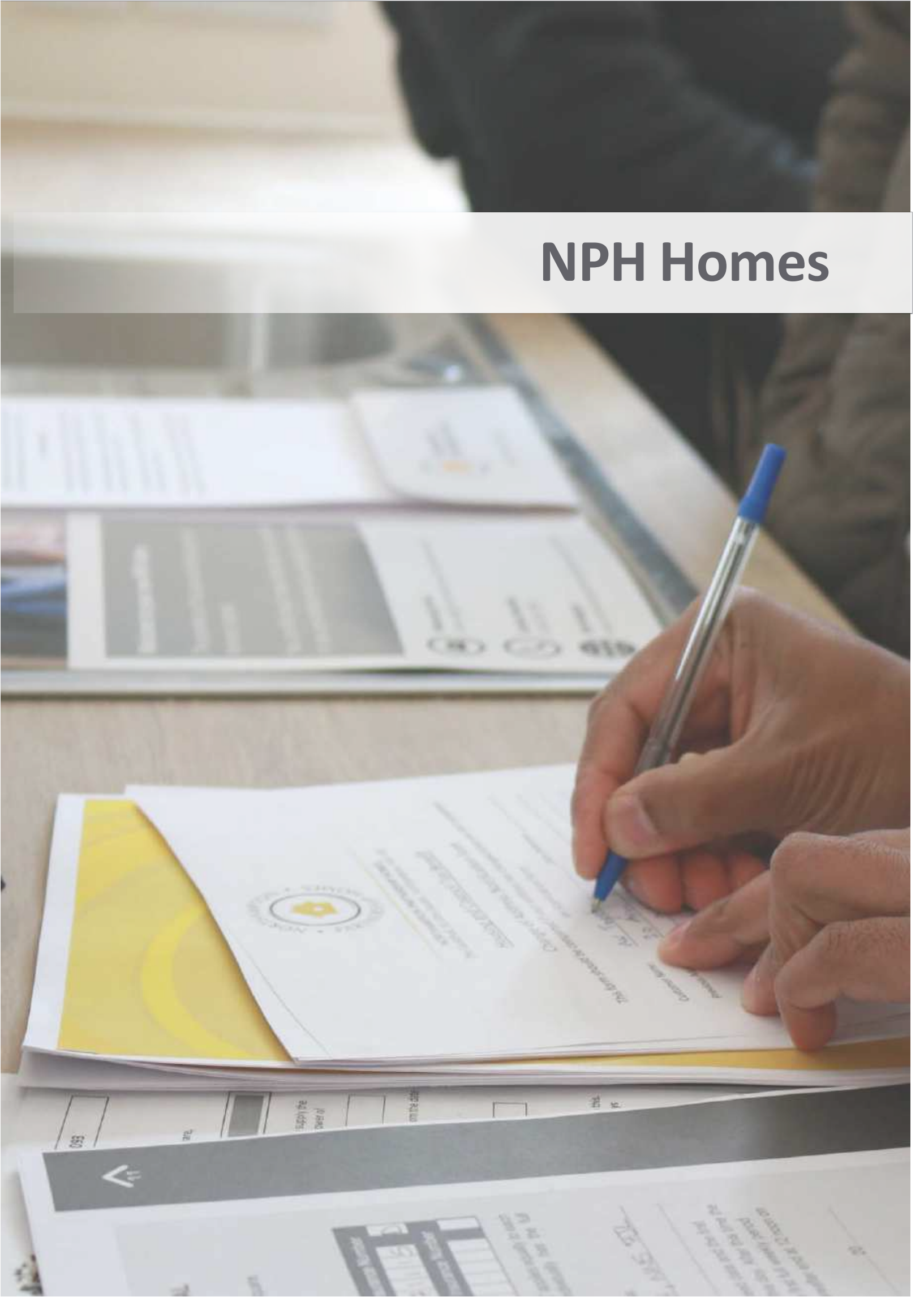
Whilst NPH is wholly owned by NBC, we have an independent Board of directors to make decisions. We are here to provide and maintain good quality homes and great customer service.

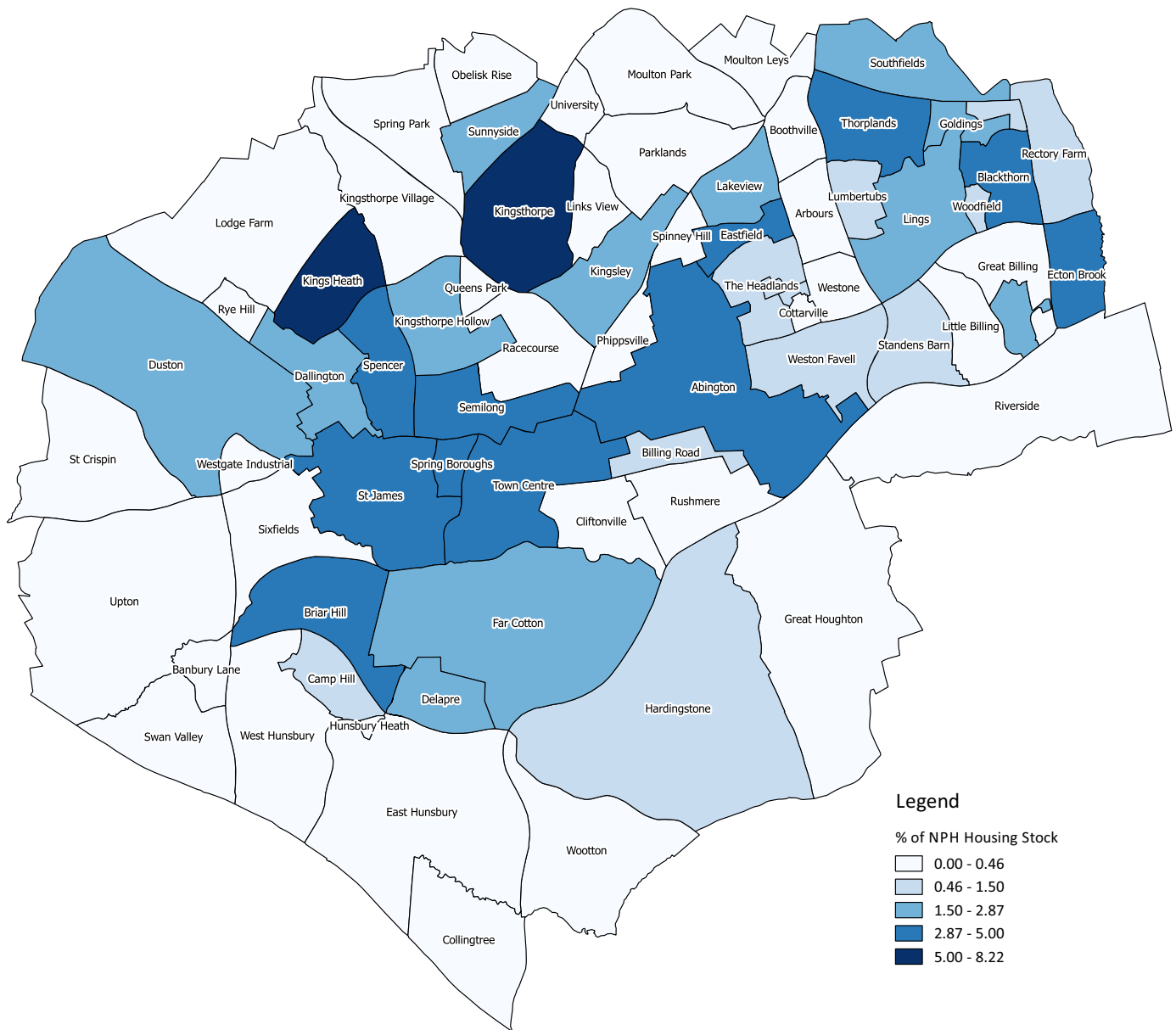
We believe that listening and acting on the views of our residents is crucial to the provision and development of housing services. The ALMO model provides greater opportunities for customers to get involved and help shape services. We welcome tenant members to our Board and work with a wide range of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

- 11,356 homes across the Borough of Northampton.
- 978 leasehold properties.
- 2,030 older persons accommodation.
- 16 Community Hubs.
- A Traveller Site of 35 pitches.
- 2,428 garages.

*(1 March 2020)

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 NBC.

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

Open and
Strong

Listen and
Respond

Achieving more
with others

Aim High
and Deliver

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;

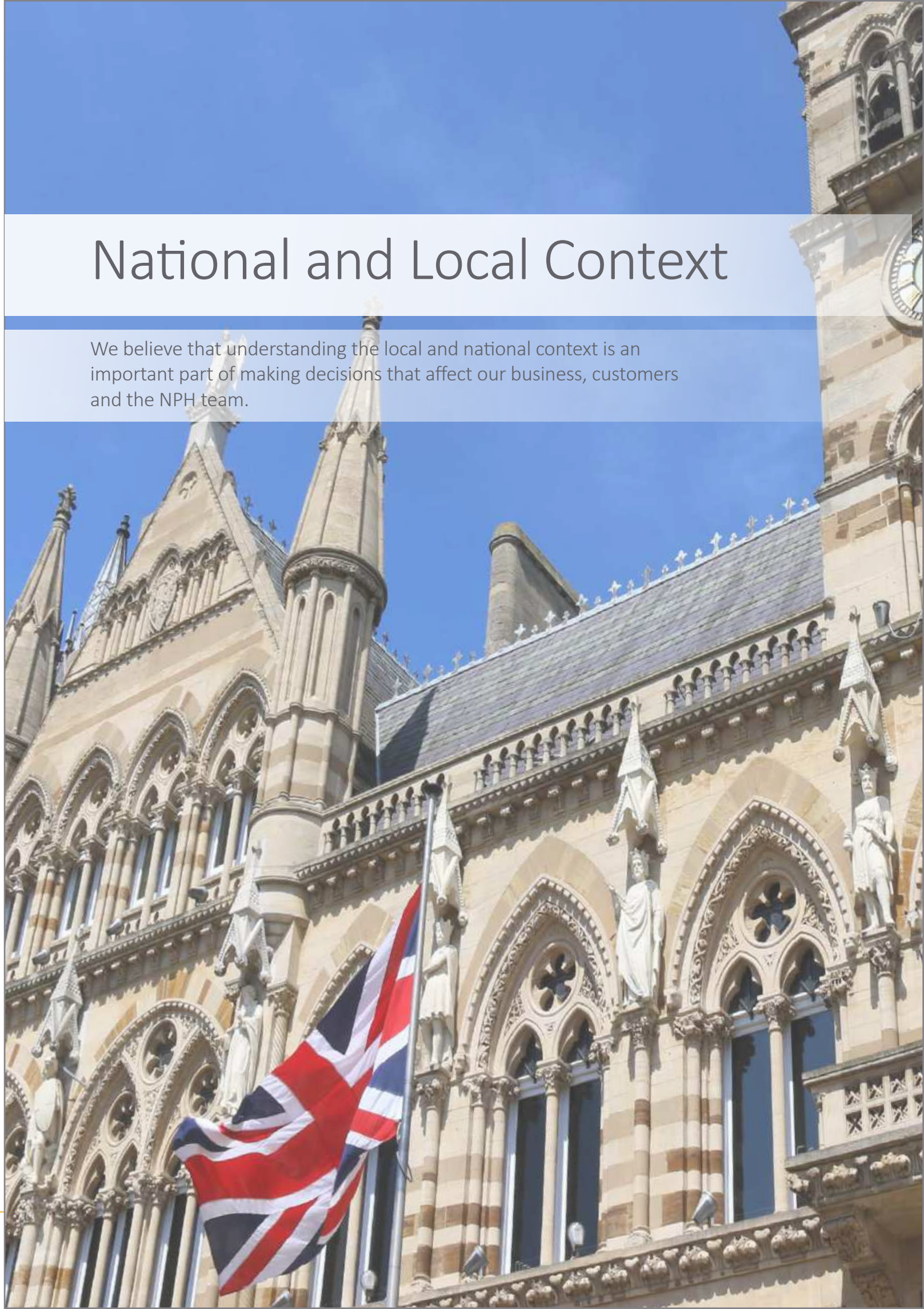
- where colleagues are kept well informed, are listened to and whose views are respected;
- where colleagues are encouraged to learn and develop;
- where talent is nurtured;
- which has the courage to try things differently;
- where people are empowered to perform, and individual performance is recognised 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.





It is a fact that during the life of this plan, new challenges and opportunities will arise: we are currently experiencing the Covid-19 pandemic, which we believe will change the way we work in the future.

We will constantly monitor the external environment and adjust our approach to support stakeholders and customers and to protect the organisation, whilst adjusting and identifying opportunities for growth.

The key issues at the time of writing this plan are summarised below and across the page.

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

We will continue to work with NBC and from April 2021, the West Northamptonshire Unitary Authority 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.

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 now in full service in nationally

A survey carried out by the NFA and ARCH in March 2019 shows 67% of households on UC are in arrears at an average of £564 compared to 30% of households not in receipt of UC in arrears owe an average of £320.

Our dedicated rent income team has a programme of activity in place to raise awareness and offer practical support for customers in receipt of UC. Two dedicated financial inclusion officers are in place and a predictive analytical software tool has been implemented to manage arrears more efficiently.

Our resident training programme offers digital inclusion, money management and tenancy sustainment advice for new and existing customers.

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.

It is acknowledged nationally that household budgets are squeezed.

The office for national statistics' research in July 2018 shows that on average, UK household outgoings have surpassed income for the first time in 30 years. The research also suggests that lower earners are more likely to spend beyond their means.

Northamptonshire's transition to two unitary authorities present both challenges and opportunities for NPH.

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

Social housing green paper 2018.

We have improved our direct debit offering to allow customers to choose their payment date. Access to rent statements and direct debit set-up is now available through the NPH customer portal.

Established partnerships are in place that allow NPH officers to refer struggling households for debt and money management advice.

We have a specialist welfare and support team that offers tailored support to sustain tenancies.

We will work closely with our parent council to make sure that current service provision continues without disruption throughout the transitional period.

We look forward to working with the new unitary authority and to the opportunities and challenges this will bring. We are committed to creating and establishing innovative housing solutions to increase the supply of social and affordable housing over the wider geographical area.

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 completed a new development of 45 apartments for the over 55's at Lakeview House and refurbished and increased capacity at Eleanore House. 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.

We will continue to review the progress and content of the green paper, with attention to the five core themes;

- Tackling stigma and celebrating thriving communities.
- Expanding supply and supporting home ownership.
- Effective resolution of complaints.
- Empowering residents and strengthening the regulator.
- Ensuring homes are safe and decent.

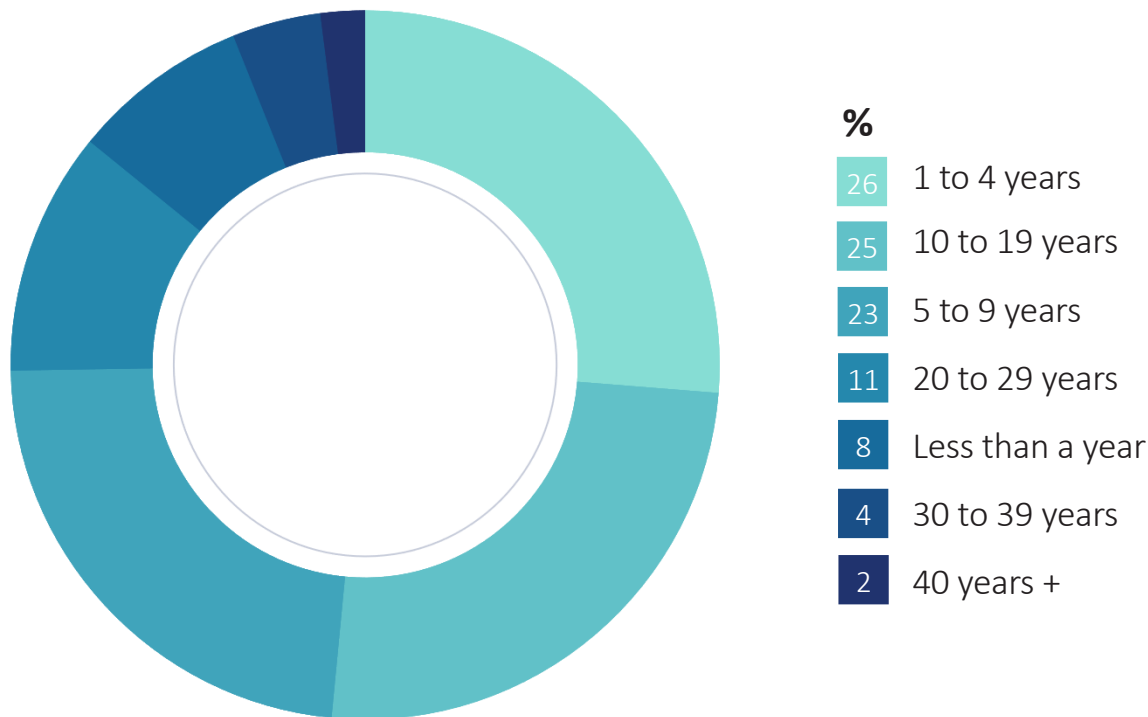


Our Customers

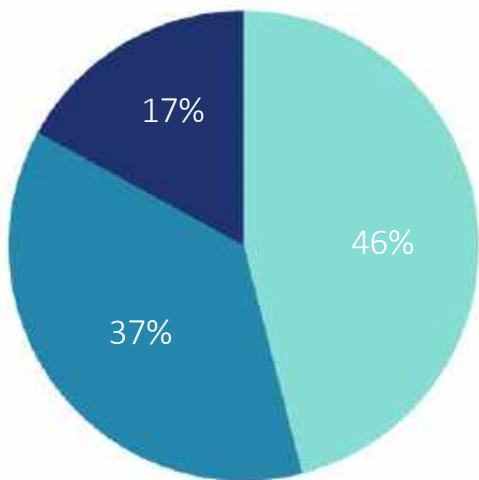


The following data reflects our current tenant profile. This could significantly change when we are working within the new unitary authority.

Tenancies



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

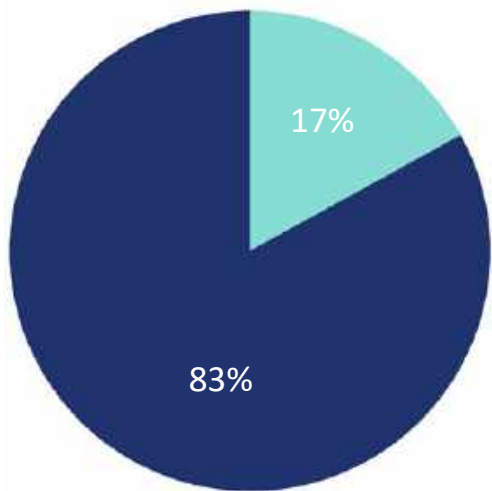


Housing Benefit

- Just under 50% of tenants are in receipt of housing benefit.
- 17% of tenants are currently on the Universal Credit scheme.

Single vs Joint Tenancies

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



Nationality of our customers



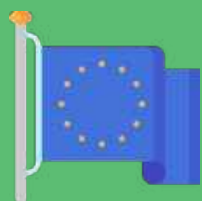
4%

4% of customers are from outside the EU.



68%

68% of tenants and leaseholders are UK Nationals.



5%

A further 5% of tenants and leaseholders are nationals of EU states including Ireland.

23% is unknown.

Vulnerability of our residents



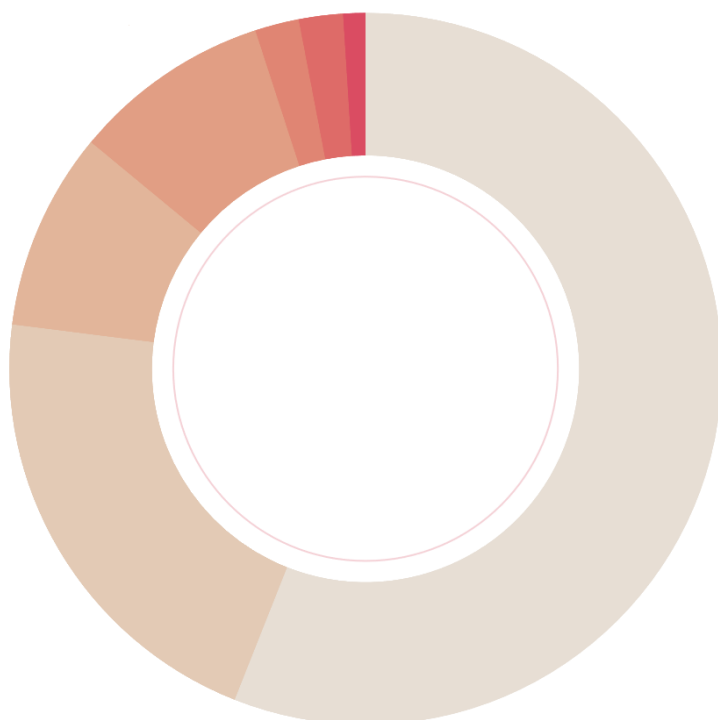
80

The most vulnerable age group is over 80.



Just over two thirds of our tenants do not have any recorded vulnerability.

Ethnicity



%

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

Properties that our tenants live in



44%

Just under 44% of tenants live in houses.



17%

Just over 17% of tenants live in older persons accommodation.



31%

Just over 31% of tenants live in flats.

Just over a third of tenants live in one bedroom properties while just under a third of tenants live in three bedroom properties.

Makeup of our tenants



3:2

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



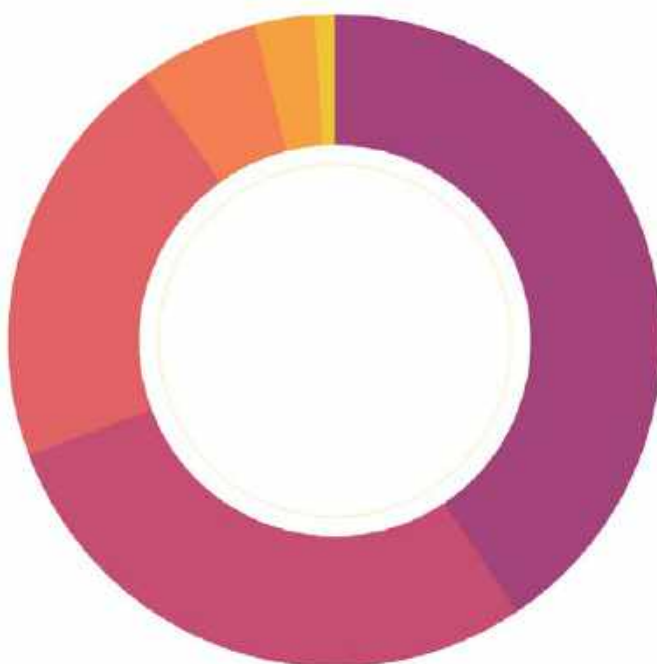
51.5

The average age of our tenants and leaseholders is 51.5.

50 - 59

The largest group is the 50-59 age group.

Religion



- The largest faith group is Christian at 41%.
- The next largest group is 'No religion' at 29%, followed by Muslim at 6%.

%

41

Christian

29

No religion

21

Not known

6

Muslim

3

Would rather not say

1

Hindu, Jewish or Sikh

Our Plans to 2018-2023





Our Strategic Objectives to 2023

On transfer we developed a framework of strategic objectives that acknowledge the priorities of NBC 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 focused on:

**Quality homes
and estates**

**Being an effective
organisation**

**Customer
Focussed**

**Maximise
Partnership**

**Opportunity and
access for all**

Our 2023 Vision Roadmap:

Quality homes and estates



- £100m will be spent over the 5 years on improving homes, Neighbourhood Regeneration and increasing the number of new homes.
- 88% of communal blocks achieving a cleaning assessment standard of A (the highest) or B by 2023.
- 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.
- Expand the use of renewable energy to minimise the impact to the environment and prevent fuel poverty.

Customer Focussed



- Conduct bi-ennial Leaseholder Survey in 2019.
- Conduct a bi-ennial Tenants Survey in 2021.
- Maintain Support Service Accreditation in 2021.
- Maintain ASB Accreditation in 2020.
- Institute of Customer Service (ICS) Service Mark Accreditation by 2023.
- Invested £6m in Aids & Adaptations 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 tenant to support 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



- We will develop and grow our Community Interest Company: Happy 2 Help and generate inward investment of around £550K 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 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.
- Universal Credit Intervention Plan over the next 3 years from 2018 to support tenants to sustain tenancies whilst maximising income.
- Achieve £1.2m income generation from PV Panels over the next 5 years.
- Achieve Investors in People Gold Standard by 2023.
- 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

912 people supported



18,560 welfare checks



97% of tenancies sustained after support

368 ASB cases closed



266 tenants given financial support

resulting in savings of £52,627



helped collect 160k in unclaimed benefits



Our Staff

£8,183 given to charity



3500 hours spent training



67 staff gained qualifications

18 apprentices





Community

400+ stops by
Daphne the NPH bus



8 partnership
apprenticeships created

102 community groups
in our...



16
community hubs



How NPH
is providing
added social
value..



Environment

2.6 kWh of electricity
from solar panels...



...saving 732.702kg

4,531kg office waste
reduced



1,772 of fly tipped
rubbish removed



Homes

217 homeless people
housed



759 properties let

128 new peoperties



543 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

The CIC works with others collaboratively to:

- Maximise social value that can be achieved from contracts and partners to provide additional support and funding for our communities.
- Work with third sector organisations to channel activity through the CIC to deliver a range of projects for the benefit of tenants and the wider Northampton community.
- Support tenants directly through the Community Ideas Fund, Community Paint Shop, and Tenants-In-Crisis Service.
- Expand and grow to meet the needs of communities across West Northamptonshire.

Since the launch, Happy to Help has established the Community Ideas Fund, In-house food bank and Tenants in Crisis service and most recently the Community Paint Shop.

The Community Ideas Fund is aimed at helping neighbourhood groups do something positive their local community and has funded a significant number of varied community projects so far. The fund supports groups up to a value of £250.

Here are just a few of the diverse projects that have been supported so far:

- Coach costs for an outing for older people;
- A residents’ association newsletter;
- Membership costs to improve access to the toy library;
- Running costs of an autism support group;
- An awards event for a faith group;
- Gardening equipment for the Friends of Victoria Park;
- A lawnmower for a community garden; and
- Youth group refreshment costs.

Happy to Help will provide training and volunteering opportunities to help reduce social isolation and help residents into work. We plan to launch five new services in 2021 to include:

- A subsidised handy person services for residents;
- A subsidised gardening service for residents;
- A Social supermarket;
- Hoarding prevention; and
- Bulky item removal service.



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; and
- Engage stakeholders through effective communication of sustainability ambitions.

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.

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

Garage Site review and refurbishment programme completed

£19.8m invested in estate and property regeneration in 2019-20

Completion in 2019 of car park upgrades and security measures including barriers to all town centre car parks

88% of communal blocks achieving a cleaning assessment standard of A (the highest) or B by 2023

Neighbourhood investment programmes completed in Spring Boroughs, Thorplands, Camp Hill, Blackthorn and Lings. Including new playground in Thorplands and green gym with play area in Spring Boroughs

150 new homes created since 2018

Ten-year annual cyclical internal component programme established

Centenary House in Hunsbury completed in 2019 providing homes for 40 families with outside green space, balconies and children's play area

Briar Hill Neighbourhood Event in November 2019 to raise awareness in an area where fly-tipping is a big issue

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 £100m will be spent in improving homes, neighbourhoods and new homes.

Between 2017-18 to 2019-20 NPH delivered 150 new homes. 'Right to Buy' is seeing up to 145 homes sold per year, whilst housing need remains high- there are currently 3,778 households on our housing waiting list, of which 485 are homeless (March 2020). NPH supports the Council with Temporary Accommodation for those in emergency need and in March 2020, this was 110 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 annum 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

- Neighbourhood investment programmes underway in Kings Heath, Lakeview and Lumbertubs.
- Commence 'whole neighbourhood' programme of planned regeneration works in Briar Hill, Goldings and Southfields in 2020-21.
- Surveying and scoping of 2021-22 neighbourhood investment programmes underway.
- Investment of £170,000 in the Warm Homes Fund Project starting in January 2020 with 200 homes potentially eligible for a new gas connection.
- 88% of communal blocks achieving a cleaning assessment standard of A (the highest) or B by 2023.
- Develop a Block Waste Management Strategy & Policy by December 2021.
- Upgrade to apartment block bin-chutes procured for 2020-21.

Making and building homes

- 5 Year Development Strategy launched in 2020.
- 150 new homes to be completed in 2020-21 including two specialist housing schemes; Moray Lodge and Billing Brook Road.
- 150 homes with planning permission secured at pre-construction stage during 2020-21, including The Roof Gardens in Spring Boroughs.
- Over 150 homes submitted for planning approval in 2020-21.
- Expand use of renewable energy in development programmes to include air source heat pumps and photo voltaic panels.
- We will seek to support the new unitary authority to deliver new homes across West Northamptonshire.

Customer focussed

Key Achievements

Achieved ASB Service Accreditation with HouseMark with the highest attainment level

Supported over 100 survivors of Domestic Abuse to ensure they live free from further harm and safely

Achieved Supporting People Accreditation in 2019

Conducted over 18,000 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 £160,000 in unclaimed benefit payments they are entitled to

Supported over 900 tenants with housing related support with over 95% 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 and achieving lowest level of void numbers

Offered homes to 925 new tenants in 2019-20

Reduced rent arrears and evictions

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

Staff and tenant surveys conducted on customer service

Customer Service Strategy developed in September 2018

Conducted first Leaseholder Satisfaction Survey in 2018

Census Tenant Survey held in 2019

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

Low re-let times and void rent loss

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 Customer Service Strategy will lead this work. We will be expanding our satisfaction surveying 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

- Conduct bi-ennial Leaseholder Survey in 2019 and Tenants Survey in 2021.
- Maintain Support Service Accreditation in 2021.
- Maintain ASB Accreditation in 2020.
- ICS Service Mark Accreditation by June 2023.
- Refresh NPH Service Standards in 2020 following customer feedback.
- Customer service training programme with ICS rolled out during 2020 and 2021.
- The average re-let time for all void properties to be no more than 26 days in 2020-21.
- Involving tenants in the review and evaluation of post major regeneration and sustainable energy project works to help identify where improvements may be made.
- Provision of a Plus One responsive repairs service in 2020, where we complete a repair job and do one extra thing whilst we are there.

Great customer satisfaction

- Responding to STAR Survey 2019 feedback.
- Conduct the next Leaseholder Satisfaction Survey in 2020 and Tenant Satisfaction STAR Survey in 2021.
- Increase overall customer satisfaction to 75% (CSI) by 2021.

Helping people live happily in their homes

- Develop a Pre-Tenancy Programme to support vulnerable applicants to manage their tenancy in 2020.
- £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.
- Review the model offered to tenants in Older Persons Housing by March 2021 to facilitate more movement within our own stock and ensure tenants are rehoused into more suitable accommodation.

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

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

Tenant Board Members recruited to the CIC

New Equality & Diversity Policy

New Community Hub provision in Spring Boroughs in 2018

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

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 transactional 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. In the first 6 months of running Daphne over 130 people came on board and more than 10 events throughout Northampton have been supported. 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

- An on-line Tenant Self-serve Portal enabling online access to our services, including reporting repairs on-line, satisfaction surveys and 'Where's my repairs Operative?'.
- Improving on-line housing services during 2020 including an electronic sign-up process, online transactional forms (e.g. cancel tenancy) and online identity and document verification.

Resident involvement

- New Resident Involvement forums and activity continuing to be rolled out in 2020.
- Upgrading of all Community Hubs in 2020-21.
- Providing training opportunities for tenants to support them 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

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

Days of Action held across the town working with partners such as Ryehill Week of Action (19-23 August 2019)

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

Briar Hill Neighbourhood Event in November 2019 to raise awareness in an area where fly-tipping is a big issue

Working with Northamptonshire County Council on a county-wide Older Persons' Housing Strategy and the development of an extra care scheme at Foxfields

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

Launched Neighbourhood Plans in 2019/20 to provide key information, facts and services within local estates

Launched an innovative materials contract with Grafton's for the responsive repairs service in April 2020

Key Outcomes

Tackling community safety issues with partners

Community events to raise awareness with partners and local schools

Achieving social value through

Apprenticeship opportunities

Supporting tenants through welfare

Investment in the local economy with contract partners

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 the Council in the delivery of their Housing Strategy and increasing the supply of affordable housing. In 2020-21, 150 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 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 around £500K over 5 years to receive 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.
- Launch the CIC Community Paint Shop in March 2020.
- Work with our involved tenants and neighbourhood groups to develop Neighbourhood Plans for all our estates in 2020.
- Have an active role in the implementation of unitary status across West Northamptonshire.
- Support NBC in its delivery of the Housing Strategy and increasing the supply of affordable housing through our Development Programme.
- Working with partners during 2020-21 to develop a new Hoarding framework aimed at developing new ways of partnership working to improve outcomes for hoarders.
- Work with smaller 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.

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 7.05 days in 2019/20

Raised over £2,200 in 2018-19 and £8,182 in 2019-20 for our nominated charities voted for by staff

Introduce Repairs Recharge Policy in 2019

Employee Well-being Policy developed

Delivered a wide variety of training for staff, with 67 passing qualifications and over 3,500 hours training provided through our Learning and Development Programme

Annual Employee 'Making A Difference (MAD) Awards' held for the third year to recognise staff commitment and achievements

Strategic Apprenticeship Programme with 18 apprentices starting with NPH since 2019

NPH Project Management approach rolled out in 2019

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

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.

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. During 2020 we will be reviewing our Streamlined Energy and Carbon Reporting (SECR) ratings and implementing an Environmental Management System (EMS).

An efficient and effective business

- Establish a corporate EMS in 2020.
- Comply with SECR legislation.
- Develop a Sustainability and One Planet Living Strategy 2020-23.
- 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 of £1.5m min over the next 5-years.
- Embed the new 3-year Procurement Strategy in 2020-2023.
- Universal Credit Intervention Plan over the next 3 years to support tenants to sustain tenancies whilst maximising income.
- Office re-location.
- Phase 2 of our Repairs Improvement Programme in 2020.
- Restructure of our Property Maintenance and Compliance Team in 2020.

Develop and retain our people

- Conduct our bi-annual Employee Opinion Survey in 2020.
- Develop a performance framework to reward employee excellence.
- Develop and implement a Talent Management Programme in 2020.
- To have employed 20 apprentices by 2023.
- Continue work experience opportunities with Northampton University housing students.
- Reduce sickness absence to 8 days by March 2021.
- Achieve Investors in People Gold Standard by 2023.
- Develop a new Property Maintenance and Compliance Strategy 2020-21.

Resources

The Management Agreement between NBC and NPH sets out details of how NPH is funded from monies available in the Housing Revenue Account (HRA) and the General Fund.

The financial plan is discussed annually before the start of each financial year where any necessary changes can be agreed. This 5-year financial plan sees the reinstatement of annual increases in social housing rent, following the end of the 1% per annum reduction from April 2016 until March 2020.

Consequently for 2020/21 there is a 2.7% increase reflecting a 1% general increase with a further 1.7% uplift to reflect CPI (as at September 2019). For the first time since April 2016, rent income will increase supporting the HRA and therefore our Management fee and the essential growth in our new-build programme.

The level of tenants exercising their Right to Buy continues to deplete our housing stock however our extensive plans over the next 5 years will provide an overall increase supporting the growing demand for council dwellings.

The following table sets out NPH's income and expenditure budget over the coming years:

Income and Expenditure	Budget 2020/21 £'000	Indicative Budget 2021/22 £'000	Indicative Budget 2022/23 £'000	Indicative Budget 2023/24 £'000	Indicative Budget 2024/25 £'000
NBC Management fee	65,732	67,080	67,404	67,751	67,751
Income from PV panels	300	300	300	300	300
Total Income	66,032	67,380	67,704	68,051	68,051
Management fee- HRA	14,172	14,704	14,840	14,997	14,997
Management fee- General Fund	291	292	292	293	293
Repairs and Maintenance (Managed Budget)	12,219	12,434	12,622	12,811	12,811
Capital Programme (Managed Budget)	39,350	39,950	39,950	39,950	39,950
Total Expenditure	66,032	67,380	67,704	68,051	68,051
Surplus/(Deficit)	0	0	0	0	0

NBC Medium Term Financial Plan

for the Housing Revenue Account 2020-24

The plans we have set out for 2020/21 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 2021 onwards is to have a significant impact on the supply of affordable across West Northamptonshire. Once we have established our financial position with the new unitary leadership team, this plan will be refreshed.

Income Description	Budget 2020/21 £'000	Indicative Budget 2021/22 £'000
Rent- Dwellings only	50,127	51,851.7
Rent- Non Dwellings only	967	920
Service Charges	2,583	2,619
Other Income	24	24
Total Income	53,701	55,415

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 2020 - 2021



LEVEL	Core measure	Performance Measure	2020/21 Targets
STRATEGIC OBJECTIVE ONE - Deliver & maintain high quality homes & estates			
Tier 1		Number of non-decent properties as at 1 April (LAH measure)	0
		Satisfied with overall quality of home	n/a
		Satisfied with neighbourhood as a place to live	n/a
		Appointments kept as a percentage of appointments made	97%
Tier 2	Core measure	Percentage of total repairs completed within target period	96%
		Percentage of emergency repairs completed within target time (24 hours)	98%
		Percentage of repairs completed during first visit	84%
		Percentage of tenants satisfied with most recent repair carried out	90%
	Core measure	Percentage of dwellings with a valid gas certificate	100%
		Percentage of communal area of blocks cleaned to HouseMark 'C' standard or above	84%
		Percentage of fly tipped rubbish that NPH is responsible for removed within 2 working days	95%
STRATEGIC OBJECTIVE TWO - Deliver high quality & customer focused housing services			
Tier 1		LA tenants satisfied with NPH services	n/a
Tier 2		Customer satisfaction with the adaptations service	98.5%
		Number of tenancies terminated as a percentage of properties managed	For information
		Percentage of new tenants satisfied with the way the Re-housing Team dealt with their application	95%
		Percentage of lettings made as a direct let	20%
	Core measure	Average time taken to re-let minor works void properties	18 days
	Core measure	Average time taken to re-let major works void properties	38 days
	Core measure	Average time taken to re-let all void properties	26 days
		Percentage of dwellings that are vacant and available to rent	For information
		Percentage of dwellings that are vacant and unavailable to rent	For information
		Percentage of re-lets accepted on first offer	For information
		Average number of working days to complete Rehousing Assessment for vulnerable applicants	6 working days
	Core measure	Void rent loss	0.8%
	Core measure	Rent Collected as a % of rent owed (ex arrears b/f)	99%
	Core measure	Current Tenant arrears as % of annual rent debit	3.25%
		Rent collected for traveller sites (ex arrears b/f)	85%
		Percentage of quarterly support reviews completed of tenants who engage	95%
		Percentage of tenants moving into Older Persons Tenancies provided with Lifeline within 48 hours	90%
		Upon allocation of referral, percentage of urgent Support Assessments completed within 5 working days	90%
		Upon allocation of referral, percentage of Support Assessments completed within 10 working days	92%
STRATEGIC OBJECTIVE THREE - Improve empowerment, opportunity & access for all			
Tier 1		Percentage of tenants satisfied views are taken into account	n/a
Tier 2		Percentage of complaints responded to in full within target time	90%
	Core measure	Percentage of complainants satisfied with case handling	96%
		Rate NPH as good at keeping tenants informed	n/a
		Percentage of tenant system records which are fully complete	85%
STRATEGIC OBJECTIVE FOUR - Develop & maximise partnerships to build stronger, safer and thriving communities in Northampton			
Tier 1		Percentage of tenants that feel safe within their community	n/a
STRATEGIC OBJECTIVE FIVE - Be an open, inclusive, effectively managed & trusted organisation			
Tier 2		Tenants satisfied that their rent provides value for money	n/a
		Tenants satisfied that their service charge provides value for money	n/a
		Tenant satisfaction with ASB case handling	85%

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 NBC 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

Tenant 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 meeting with their line managers. They will have opportunity to input at an operational level.

Council

NBC 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 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.

