


The logo for Incha, featuring a stylized square icon with a white outline and a white 'I' shape inside, followed by the word 'ncha' in a white, lowercase, sans-serif font.

Incha

Our Places Strategy

2024-2029

A white circular callout box with a thin blue border, containing three paragraphs of text. The background of the entire page is a purple-tinted photograph of a residential building with a gabled roof and a modern brick building, with a body of water in the foreground.

This strategy establishes all that we need to do to provide well looked after, warm safe and secure places where people want to live.

As well as maintaining our existing homes, we remain committed to tackling the housing crisis by building quality homes and neighbourhoods for people to thrive in. This strategy details how we're going to do that.

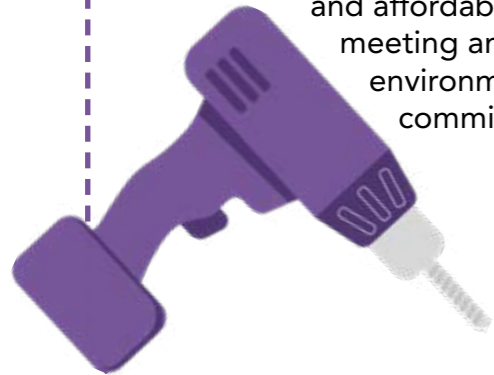
Our Places Strategy works alongside our Group Corporate Plan and other key strategies including: Our Customers, Social Impact, Value for Money and Environmental Sustainability.

Our big places challenges

To support our customers



Our customers deserve and expect a home that is safe, warm and secure. Our repairs service needs to be efficient and effective, and should reflect the diverse needs of our customers. We need to continue to invest in our homes to make sure they're efficient and affordable, whilst meeting any future environmental commitments.



To tackle the housing shortage

We recognise the part we can play in tackling the shortage of affordable housing in our region. We'll continue to deliver new homes for rent and shared ownership, and work with other organisations to support their development ambitions.



Creating opportunities for investment

We'll work closely with local authorities and the Government to make sure we maximise any public investment opportunities.



Our guiding principles



Customer voice

We'll listen to our customers and understand their needs. We'll learn from our mistakes and recognise when we need to improve. We'll bring our responsive repairs in-house, giving us better insight into the quality of our homes and the feelings of our customers.



Understanding our assets

We'll work hard to gather and analyse information about our homes. This data will help us make the right strategic investment decisions around planned improvements and repairs.



Helping to tackle the housing crisis

We'll support the national housing crisis by providing quality homes for people that need them. We'll deliver a programme of new affordable homes for people to rent or buy.



Priorities for the strategy



Repairs

Providing an effective and efficient repairs service to our customers to ensure our homes are safe and well looked after



Environmental

Delivering environmental improvements to our existing homes – working towards our net-zero carbon targets



Knowing our homes

Knowing our homes and their viability to inform longer term investment decisions



Building new homes

Building new homes for our customers to help people in housing need

Our four working areas for delivery

Our customers

More on page 6 - 7



Repairs and maintenance	
Compliance	
Responsive repairs	
Aftercare service	
Delivering homes to meet a range of needs	

Our places

More on pages 8 - 9



Improved places	
Decarbonisation	
Eradicate damp, mould and condensation	
Decent Homes	
Stock condition	
Stock investment and disposals	
New places	
New homes	
Building low-energy homes	
High standards of home and community design	

Our people

More on page 10



Construction apprenticeships	
Talent management	
Training and development	
Organisational development review	
High performing teams	

Our business

More on page 11



Systems	
Development and management of supply chain	
Managing programme cost	
Pelham Homes gift aid	
Stock disposals	

Our customers

The long-term vision

Our customers will be highly satisfied with the quality of their home and our repairs services. Their homes will be affordable and efficient, and they'll know how to make the most of any technologies or systems within it. Our customers will have a renewed trust in our organisation and will have a voice that helps shape how we manage our places.

Our current position

Over the past couple of years our customers haven't received the property maintenance services they've come to expect from us, especially in relation to responsive repairs. We've listened to their feedback to understand what an outstanding repairs service looks like, and we're designing our new in-house repairs teams and processes to reflect those views. We're committed to improving the efficiency of our homes to help tackle fuel poverty.



Targets for this strategy

Our customers 2024-2029

Area	Current	2026 Targets	2029 Targets
Repairs and Maintenance Services	<p>We'll review our existing service standards for our repairs service. Our current categories and response times are:</p> <ul style="list-style-type: none"> 24 hours emergency 28 days routine 60 days planned <p>Responsive repairs service will be managed in-house from April 2024.</p> <p>Satisfaction with repairs service currently 67.3%*</p> <p>Satisfaction with time taken to complete most recent repair 46.8%</p> <p>74% of our repairs are completed right first time</p> <p>Communal areas are cleaned and well maintained currently 55%</p>	<p>We'll consult and engage with our customers and stakeholders to review our service standards; making sure they deliver on quality and value for money</p> <p>Satisfaction with repairs service 70%*</p> <p>Satisfaction with time taken to complete most recent repair, 60%*</p> <p>80% of our repairs will be completed right first time</p> <p>Communal areas are cleaned and well maintained 75%</p>	<p>Satisfaction with repairs service 83%*</p> <p>Satisfaction with time taken to complete most recent repair, 80%*</p> <p>85% of our repairs will be completed right first time</p> <p>Communal areas are cleaned and well maintained 80%</p>
Compliance	<p>Our overall landlord compliance performance across all 'Big 7' areas currently at 99.78%</p> <p>A dedicated compliance team has been created to manage and monitor landlords compliance</p>	<p>To improve landlord compliance to 100% across all 'Big 7' compliance areas</p> <p>To successfully implement the recommendations from the Fire Safety transformation project</p>	<p>To maintain 100% landlord compliance across all 'Big 7' areas</p> <p>Have fully certified compliant fire doors across all of our places</p> <p>Complete upgrades to LD2 standard fire detection across all required homes</p>
Aftercare service	<p>We provide paper-based home user information on a case-by-case basis</p> <p>We're implementing a new defects management process to increase customer satisfaction in our after care for new build homes.</p>	<p>Develop comprehensive online and offline home user guides for all new and existing customers on how to live in and maintain their new or retrofitted home</p> <p>95% of defects completed on time</p>	
Delivering homes to meet a range of needs	<p>Our Strategic Partnership 2 agreement includes targets for rural and supported provision</p>	<p>Commence rural and supported developments towards Strategic Partnership 2 targets</p>	<p>Deliver 75 rural homes and 121 supported housing homes by 2028</p>

*Based on findings from Tenant Satisfaction Measures (TSM)



The new insulation has almost halved my energy bills. I live in an old pit house which usually costs a fortune to heat, but since the insulation works I hardly need to put the heating on now, even in winter.

It looks lovely and it's so much warmer, which is making a massive difference.



Mel,
NCHA resident

We've secured £6m of funding from the Social Housing Decarbonisation Fund to improve the energy efficiency ratings in our homes. By the end of 2028 100% of our homes will be EPC band C or above

Our existing places



Our current position

We're making great progress with our planned investment programme to get our homes to EPC/SAP Band C or above, and we have an established retrofit team leading the way. We've got another 1000 properties that need improving, and we'll be programming those required works over the coming years.

The long-term vision

We'll have made significant and evidence-based investments in our homes to make sure they're fit for the future. We'll prioritise works that impact on energy ratings which benefit our customers and the environment. Our improvements will help eradicate damp and mould as a risk, and we'll be 100% compliant in all other areas of health and safety.

Targets for this strategy

Our improved places 2024-2029			
Area	Current	2026 Targets	2029 Targets
Decarbonisation	87% of homes at SAP69 (EPC band C) or above £6m+ funding secured through the Social Housing Decarbonisation Fund Full EPC C Programme modelled with over 50% of sub-C homes now assessed in detail to PAS2035 standards Funding for achieving EPC C and Net Zero included within 30 year business plans	92% of homes to SAP 69+ (EPC band C) or above Complete SHDF Wave 1 and 2.1 works programmes Bid for Wave 3 funding with 100% of Sub EPC C homes with retrofit assessments	100% of homes to SAP 69+ (EPC band C) or above Finalise our Heat Electrification Plan
Eradicate damp, mould and condensation (DMC) in customers' homes	DMC cases are being quickly triaged in a high, medium and low priority category, ensuring customers with vulnerabilities are prioritised Established a clear set of key performance indicators to measure performance against all cases of DMC DMC Policy to reflect improved service standards, changes in legislation and best practice in the sector	Fully embed and review our performance, policy and approach to managing damp, mould and condensation within our homes Review and ensure all changes in legislation are reflected within all policy and processes	From learned experience eradicate damp and mould as a risk in our homes
Decent Homes Standard	Decent Homes Standard at the end of 2023 is 99.95% We have engaged with DLUHC on their consultation on the yet to be published revised Decent Homes Standard	All homes meeting the Decent Homes Standard applicable at the time We'll implement any necessary changes as identified following the introduction of Awaab's Law	All homes meeting the Decent Homes Standard applicable at the time
Stock condition	All of our Technical Inspectors have completed their HHSRS training Valid stock condition surveys at 80% at the end of 2023	90% of our homes with a valid stock condition survey based on current Decent Homes Standard. Data will directly inform our future business planning process Review the current stock condition survey framework to incorporate any new data items required by the new standard	60% of properties surveyed in line with the new data requirements from the new Decent Home Standard
Stock investment and disposals	We have a developing approach to stock investment and disposal managed through our Stock Appraisal Group. We are reviewing our existing Stock Profiling database to provide a model to support, inform and evidence decision making for disposal or investment.	Further develop and implement a stock investment and disposal process to ensure effective asset management and investment decisions can be made Review and update Stock Profiler database to ensure accurate Net Present Value forecasts. Review our Social Scoring framework to support and inform decision making aligned with policy	We'll have an embedded stock profiling system providing an established framework for our investment and disposal decisions

Our new places

Our current position

We're a successful strategic partner with Homes England, and we're in the process of delivering 1400 new homes under the Strategic Partnership 2 programme. We're starting to develop a Sustainable Places Standard, with we plan to use with architects and developers to ensure our homes are comfortable and affordable for our customers.

The long-term vision

We'll remain a strategic partner of Homes England, continuing to be a key provider of new and affordable homes across the East Midlands. Our homes will be built to an in-house Sustainable Places Standard, and will be based around high standards of home and community design.

Targets for this strategy

Our new places 2024-2029			
Area	Current	2026 Targets	2029 Targets
New homes developed	Over 1500 homes built in the last five years Building in 15 local authority areas in the East Midlands	Deliver 320 new homes on average per year for rented and affordable home ownership for NCHA Deliver an average of 50 homes per year for outright sale in Pelham Homes and via development joint ventures Focus future development in areas that help reduce management and maintenance costs	1850 new homes delivered over a five year period (1600 NCHA and 250 Pelham Homes) including 79 rural homes and 121 homes for support housing 100% of our development to be in our identified priority areas linked to geographical efficiency
Building low-energy homes	All new places built to at least EPC B Completed our first EPC A homes, including our first 7 EPC A+ homes built in house We always build to EPC A whenever viable for a project.	Actively partner with Homes England and other bodies to advocate for increased funding for the highest energy standards Target EPC A on any schemes where financial feasibility allows, with a minimum target of 10% new schemes built better than building regulations Create optimal NCHA specifications for meeting the Future Homes Standard 2025, and communicate to developers	Identify at least one pilot project to trial an NCHA zero-carbon design standard Develop new energy metrics using primary energy demand to enable clear comparison of home energy performance
High standards of home and community design	Pelham Architects have adopted the government's National Design Guide principles for all schemes Sustainable Places Standard being developed	Develop monitoring for compliance with National Design Guide Principles Ongoing review and embedding of Sustainable Places Standard	Pelham and external developers to use NCHA's Sustainable Places Standard to score new build sites for feasibility



Our people

The long-term vision

Our highly skilled people will have ongoing opportunities for growth and development – from apprenticeships through to professional qualifications. We'll help colleagues to achieve their career ambitions through a dedicated programme of leadership and succession planning. We'll have our own NCHA Apprenticeship Academy for colleagues just starting their journey into construction and property services. We'll focus our efforts on recruiting new colleagues from under-represented backgrounds.

Our current position

We've recently carried out a full organisational development review of our Property Services function, and we've identified areas we want to improve.

We've got a great offer for apprenticeships, and we want to expand and develop this in the future. We employ talented and hard working people, and we want to retain those colleagues with succession planning, training and continuous professional development.



Targets for this strategy

Our people 2026-2029

Area	Current	2026 Targets	2029 Targets
Construction Apprenticeships	We have 8 apprenticeships in place 4 Apprentices have completed their Level 2 Property Maintenance Apprentice Qualification and have moved into trades specific roles 2 existing colleagues developed through apprenticeships	Embed apprenticeship requirements within our existing procurement process where applicable Aim to develop an annual programme of 4-6 apprentices Continue to develop our offering of apprenticeships working in partnership with external stakeholders Develop an NCHA Apprentice Academy	Implement training facilities in partnership with our external stakeholders An established NCHA Apprenticeship Academy
Talent Management	Training matrix in place to further develop staff through a talent management program, utilising the apprenticeship levy where possible NCHA succession plans in place We recognise and encourage talent development for colleagues from an under-represented background	Develop continuing professional development opportunities for high performers Provide inclusive development opportunities to support with talent retention	
Training and Development	All of our Technical Inspectors have completed their HHSRS training We support staff through our Leadership Training programme All staff within Property Services have completed damp, mould and condensation awareness training	All relevant senior leaders and operational managers to achieve a CIH qualification Ensure we are compliant with Building Safety Act 2023 mandatory requirements regarding competencies of senior management and operational teams	
Fit for purpose review	14 working streams identified to address areas of development within Property Services	We'll review impact and outcomes of all work streams identified from our Organisational Development Review We'll produce a suite of productivity measures across our in-house maintenance services	We'll have an operating system of measuring productivity across our services to ensure value for money
High performing teams	We wish to maintain our high standards of professionalism, to allow for capacity building and appropriate succession planning	30% of Development and Pelham Architects to undertake suitable training	100% of Development and Pelham Architects to undertake suitable training

Our business

The long-term vision

We'll have the right systems in place to run an effective and efficient in-house repairs and asset management service. We'll develop systems with our customers to make sure they need their needs.

Our build programme will meet our value for money targets set out in our business plan, and we'll be financially viable so that we can continue to develop new homes.

Our current position

Due to the transition of repairs in-house we've identified a new software supplier to help deliver a new repairs system.

We work closely with supply chains, contractors and suppliers. We'll enhance those relationships to ensure we achieve the best value for money solutions.



Targets for this strategy

Our business 2024-2029

Area	Current	2026 Targets	2029 Targets
Systems	We have moved our core system to Capita One We have a training plan in place for implementation of the repairs and maintenance scheduling system Reporting processes are a mix of automated and manual processes and generation We have procured new IT support systems for repairs and maintenance delivery	We'll explore the use of modern technology and IT as part of the planned process reviews and systems development We'll enhance the functional requirements and capabilities of our Asset Management system in line with business demand and new legislation Vehicle tracker systems embedded within repairs operating procedures to ensure an effective use of in-house resource and reduce fuel costs and carbon footprint.	We will adopt new IT systems following the process reviews and the Systems development planned for 2024/5 We will set up, review and automate reporting processes
Development and management of supply chain	We have established a new materials supply partnership for in house repairs and maintenance services Setting up new procurement projects for our wider sub-contracting resources and our transition to in-house service delivery Established the procurement of new fleet and fleet management for the in-house repairs service	We will ensure that all procurement is compliant with new public procurement rules and any changes in legislation Review the existing supply chain and develop a strategy for long-term sustainable frameworks	
Managing programme cost	Positive Net Present Value (NPV) achieved across development programme	Maintain a positive programme NPV whilst increasing the energy performance of homes above building regulations	Maintain a positive NPV whilst complying with Future Homes Standard 2025
Gift aid from Pelham Homes	We look to maximise profits to maintain 100% gift aid to NCHA but volumes have been low	We'll maintain gift aid of 950k in two years from our sales programme	We'll continue with our 100% gift aid policy
Stock disposals	We aim to support income projections in the business plan but stock disposals have been lower than target	Stock disposals will be driven by our stock profiler information and we will aim to use the proceeds from circa 75 disposals per year to support this plan	Stock disposals will be driven by our stock profiler information and we will aim to use the proceeds from circa 75 disposals per year to support this plan



Delivering the plan

Monitoring and reporting

Our Executive and Senior Leadership teams will maintain oversight of this strategy, with an annual progress report delivered to NCHA Board.

Governance and review

This strategy has been approved by the NCHA Board in March 2024 with a review to take place in March 2026

