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Our Places

Strategy 2026-2031



Our ambition: Places

“Our homes will be healthy, comfortable, safe and secure - places where people can thrive. We’ll make sure they’re well maintained so our customers feel at home”



Since we last published our Places Strategy, we've made strong progress. Compliance remains robust, repairs satisfaction is rising, we're ahead of target on achieving EPC C ratings for all of our homes, and we've co-designed a new service standard with our care and support customers.

As we refresh the Strategy, we're honest about the challenges facing us, including rising regulatory demands, pressure on capacity, the transition to our in house repairs model to ensure it's consistent and resilient. On top of this, financial pressures remain real. Rising costs for labour, materials and compliance work mean we have to work even smarter to balance regulatory commitments, customer satisfaction and long term asset sustainability.

But there's also real optimism. Our in house team gives us clearer accountability and better responses, improved data will help us prevent issues before they arise, and our decisive work on damp, mould and health concerns will help rebuild trust and show customers that we're listening and responding. By developing our workforce - building skills, creating career pathways and growing a culture centred on pride and customer focus - we're setting ourselves up for long-term resilience and even better services.

Finally, by listening to our customers and understanding what they value and what they feel isn't working, and then using their feedback to shape and design new services, we'll build stronger relationships, increase trust, and improve satisfaction so that more people are able to thrive in their homes.

Together, these strengths give us confidence in the direction we're heading and the positive impact we can make.

On pages 6-19
you'll see the seven areas we're going to focus on to turn our ambition into action and bring this strategy to life. The measures within them are based on our aim to be a high performing housing association, working to deliver the ambitions set out within our Group Corporate Plan.



David Langhorne
Director of Assets and Property Services



Our guiding principles for **our places**

Doing the right thing for our people, planet and resources

What matters most to us is making a meaningful difference for people and the planet. We're committed to protecting the environment, using our resources wisely, and creating positive change in the communities we serve. Our Group Corporate Plan, Our Ambitions, and our core strategies all contribute to these priorities.

Throughout Our Places strategy you'll see how we're putting these three principles - environmental sustainability, value for money, and social impact – into practice when we look after our homes.



Social Impact

We'll deliver services to our homes and places which help people feel safe, supported and able to thrive. We'll listen to our customers and focus on improvements that genuinely boost wellbeing, investing in changes that make everyday life better.



Environmental Sustainability

We'll look after our homes in a way that's kinder to the planet. That means cutting waste, improving energy efficiency and choosing greener ways of working. By making changes, big and small, we can reduce our environmental impact and create warmer, healthier homes for our customers.



Value for Money

We'll make sure every penny goes further by looking after our homes in the smartest way possible. That means reducing waste, using materials wisely, working with reliable contractors and improving how we plan and schedule work. By focusing on efficient, good quality delivery, we can keep homes safe and well maintained while investing our resources where they make the biggest difference for customers.

1 Keeping our customers' homes safe

We'll make sure our homes and places are safe, high-quality and well-managed. We'll stay agile as legislation evolves to deliver a strong compliance programme that protects our customers.



Action	Delivery date	Measurement	ES	VFM	SI
1a. Improve ways of working in all Big 7 areas to ensure efficiency and flexibility - whilst complying with the Building Safety Act 2023	2031	100% compliance in all Big 7 areas			
1b. Adapt our services to comply with changing legislation	2027	90.9% of renters and 87% of home owners will be satisfied with the safety of their home			
1c. Support continued professional development of our Compliance Team	2031	100% compliance against our annually reviewed training matrix			
1d. Embed changes to our working practices year on year to comply with Awaab's law legislation	2031	100% compliance with Awaab's Law requirements with substantial audit outcomes			
1e. Evaluate the feasibility and strategic value of establishing an in-house team to deliver fire safety remediation works	2027	Fully costed business case and implementation plan			
1f. Deliver a prioritised programme of fire door replacements and remediation works based on risk profile	2029	100% compliance with Fire Safety legislation relating to fire doors			

2

Managing healthy places

We'll put sustainability at the heart of our homes, communities and spaces - improving and maintaining them to protect the environment and support our customers' health and wellbeing.



Action	Delivery date	Measurement	ES	VFM	SI
2a. Develop a climate resilience plan for all areas including flooding, drought, overheating and subsidence	2027	Agree and adopt a climate resilience plan, to be included in Sustainable Places Standard			
2b. Develop our stock condition framework to be in line with the Decent Homes and RICS best practice	2029	100% compliance against Decent Homes Standard			
2c. Develop a proactive approach to the prevention of significant hazards in line with Awaab's Law	2029	50% reduction in reactive damp and mould cases based on data from year 1 following the implementation of Awaab's Law			
2d. Design and deliver an electrification plan to replace gas in every home where required	2031	Electrification plan underway			
2e. Establish a strategic, risk led approach to the management of non-building assets - such as land - to optimise value, ensure compliance and strengthen long term asset resilience	2028	Management plan developed using specialist risk assessment recommendations			
2f. Improve the energy performance and resilience of our homes to meet 2030 standards, cut carbon emissions and reduce fuel costs for customers	2030	100% of non-exempt homes at EPC C or above			
2g. Use customer insight and complaints data to improve the quality of our repairs and maintenance services	2031	100% of emergency responsive repairs and 90% of non-emergency responsive repairs will be completed within timescales			
2h. Improve the decoration standards of our communal spaces through a section 20 compliant painting program	2031	80% of renters and 55% of home owners will be satisfied with the condition of their communal areas			

3

Reducing our environmental impact

We'll reduce our environmental impact by driving efficiencies, reducing waste, and improving how we deliver our services

Action	Delivery date	Measurement	ES	VFM	SI
3a. Deliver a fleet management approach - in line with our environmental sustainability ambitions - focusing on electrification of our vehicles	2031	25% of our fleet will be sustainably fuelled			
3b. Design and deliver a materials and plant procurement framework to support sustainability ambitions	2027	Framework in place and fully utilised with 100% compliance on spend			
3c. Procure and implement a smart waste solution	2027	100% of recyclable waste is recycled			

4

Innovative asset management technology

We'll invest in future-ready systems and technology so we can understand and proactively manage our homes to the highest standard.



Kaye Challinor
Assistant Director of Assets

Action	Delivery date	Measurement	ES	VFM	SI
4a. Deliver an organisation wide transformation programme that integrates our systems and technology to enable smarter, data driven management of repairs, assets and compliance	2031	85.5% of rental customers will be satisfied that their home is well maintained		£	
4b. Utilise AI to introduce innovative systems that will enable the base-lining of reporting, recognition of trends, predict works, and help us manage our homes in a data driven way	2029	Fully implemented and embedded AI analytics system		£	
4c. Optimise the use of technology to improve scheduling efficiencies	2031	85% of repairs will be completed right first time		£	

> We're investing in future ready, joined up systems that give us a single, live view of every home, including repairs, asset history and compliance. With better data and predictive insight, we'll plan works proactively, fix issues before they escalate and make smarter investment decisions. The result will be safer, warmer homes, faster service and better value for money.

5

A value for money service

We'll manage costs by using materials wisely, improving contractor performance, and boosting productivity across our teams



Action	Delivery date	Measurement	ES	VFM	SI
5a. Enhance Contract Management training for colleagues	2027	100% compliance against contract management requirements			
5b. Fully embed a new performance management framework for specified colleague groups	2028	83% of customers will be satisfied with repairs received and 80% will be satisfied with time taken to complete repairs in the last 12 months			
5c. Develop and embed an improved procurement framework across repairs and maintenance to support a flexible supply chain	2028	15% reduction in supply chain costs on a like for like basis compared to 2025/26			
5d. Use customer feedback to inform and support the procurement of key contracts	2027	Customer involvement in 100% of procurement of all contracts exceeding £1M			

6

Minimising empty homes

We'll keep empty homes to a minimum - turning them around quickly, getting them to a good standard, and reducing waiting times for the people who need them.



Action	Delivery date	Measurement	ES	VFM	SI
6a. Optimise the use of technology to improve voids management	2028	System based voids management tool in place			
6b. Transform the way we manage empty homes by building new, flexible processes that meet the changing needs of our business	2031	Affordable and social rent relet time reduced to 32 days and 25 days for care and support homes			
6c. Review agreements with agents and external support providers in relation to voids	2028	100% of agreements reviewed annually			
6d. Use data capture from Home and Wellbeing checks to implement proactive processes for identifying properties in poor repair prior to them becoming empty	2027	90% of scheduled visits completed within timescales			

7

Managing our care and support estate

We'll create and deliver a Care and Support Property Standard which guides investment, growth and disposal to meet customer and regulatory requirements.



Scott Armitage
Assistant Director of Property Services

Action	Delivery date	Measurement	ES	VFM	SI
7a. Further develop the specialist Care and Support repairs service	2027	Satisfaction with repairs received in the last 12 months for care and support customers 75%			
7b. Roll-out enhanced Care and Support stock condition surveys programme to inform future investment programmes	2031	100% of enhanced stock condition surveys for care and support homes in place			
7c. Improve oversight of repairs and maintenance services delivered to Care and Support customers	2027	Dashboard produced and updated			

> Our Care and Support Property Standard will mean every decision we make about investing in, growing or letting go of our specialist homes is rooted in what customers need and what regulators expect. By strengthening our specialist repairs service, we're making sure every home in our care is safe, sustainable, and truly fit for the people who rely on it.

The delivery of **Our Places** Strategy is supported by our other core strategies:

- **Our Customers**
- **Our Growth and Sustainability**
- **Our People and Business**

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An electronic version of this report can be found on our website, www.ncha.org.uk.

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