



ncha

Our

People and Business


Strategy 2026 - 2031



People and Business

Our other core strategies - Customers, Places, and Growth and Sustainability - set out how we'll deliver on our ambitions across the organisation. But we recognise that none of this can be achieved in isolation. To turn these ambitions into reality, we rely on committed, values driven colleagues and the strong business foundations that underpin everything we do. A robust business plan, effective governance, and the essential back office functions that keep us running day to day all play a crucial role in enabling sustainable, high quality services and achieving transformational change.

This strategy brings together both our people priorities and the organisational infrastructure that supports them. It sets out how we will equip and empower our teams, strengthen the systems and processes that keep us resilient, and create the conditions for long term success. Together, these elements will ensure we have the capability, culture and stability needed to deliver on our vision of more homes, great services and better lives for the people and communities we serve.



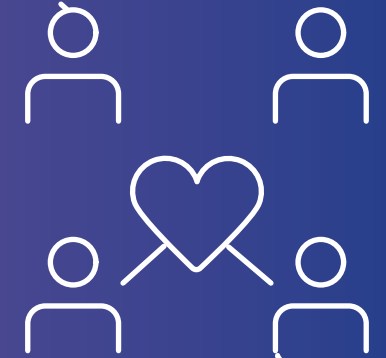
Throughout this document you'll see a series of actions that are going to help us deliver our People and Business Strategy. The measures within them are based on our aim to be a high performing housing association, working to deliver the ambitions set out within our Group Corporate Plan.

Naomi Dobraszczyc
Director of Finance and Resources

Our ambition: People



All of our colleagues work here because they value what we do and want to make a difference. We'll keep investing in them so they can thrive, develop and help us do even more for our customers.



Our guiding principles for **our people**



Environmental Sustainability

Every colleague and team at NCHA can make a meaningful contribution to environmental sustainability. From ensuring our decisions reflect the environmental principles in our core strategies, to supporting the culture of sustainability we're embedding across the organisation, everyone has a role to play. Whether it's reducing our carbon footprint, helping to maintain healthy, efficient homes, or championing greener practices in everyday tasks, each action contributes to our shared goal of cutting our environmental impact and creating better, more sustainable places for our communities.



Value for Money

At NCHA, colleagues and teams apply the principles of value for money by focusing on economy, efficiency and effectiveness in everything we do - from improving processes and reducing waste to ensuring our services deliver the best possible outcomes for customers. By working in this way, we protect our resources, keep services affordable, and ensure customers receive high quality support that truly meets their needs, strengthening both our business and the impact we deliver.



Social Impact

We'll work together across every team to deliver services that create meaningful social impact for our customers. Whether colleagues are out in our communities, supporting people directly, or enabling this work behind the scenes, everyone plays a vital role in helping people feel safe, supported and able to thrive. We'll develop and support our colleagues, so they have the skills, confidence and commitment to care for all our customers - helping to make everyday life better for the individuals and communities we serve.

1 Governance

Our Board will reflect the communities we serve. We'll proactively identify the skills we need at this level to navigate change. We'll work collaboratively to ensure decisions are transparent, inclusive and consistently focused on delivering the best outcomes for our customers.




Action	Delivery date	Measurement	ES	VFM	SI
1a. We will strive to maintain our G1 status in 2028 through self-evaluation and improvement	2026 2028	2026 mock RSH inspection G1 Status retained			
1b. We will secure governance assurance through a biennial review carried out by external consultants and work with the Board to implement any agreed changes	2026	Review completed in 2026			
1c. All procurement activity will secure excellent governance by complying with NCHA's Financial Regulations and UK Procurement Act 2023 legislation	2026 and ongoing quarterly	Compliance or exceptions reported to Procurement Panel			
1d. We will ensure our succession planning maintains a Board that reflects the customers we serve and meets the requirements of the NHF Code of Governance 2020	Annually	Annual review and Board recruitment			

2 Employer of choice

We'll respond to the evolving needs of a modern workforce by offering benefits and flexible ways of working that support the health and wellbeing of our people.



Action	Delivery date	Measurement	ES	VFM	SI
2a. We will embed flexible working practices to support colleagues' neurodivergent needs	2026	Neurodiversity action plan agreed and in place			
2b. We will continue to prioritise wellbeing support for all colleagues to support attraction and retention	2028	Voluntary turnover <15%		£	
	2026	Continuing Great Place to Work accreditation		£	
2c. We will broaden our volunteering approaches to support colleagues and external volunteers – with increased numbers in both areas measured against existing approaches	2027	Effective process in place and increased numbers of volunteers		£	
2d. We will review our existing pension offer to ensure the offer is as beneficial as possible for our colleagues. In particular, we will explore the Collective Defined Contribution approach.	2027	Review offer and, if it's an enhanced benefit, adopt in 2027, after colleague consultation		£	

3 A values driven culture

We'll foster a consistent, values based culture by providing clear communication, targeted training, practical guidance, and effective tools to support performance management.



Action	Delivery date	Measurement	ES	VFM	SI
3a. We will maintain our Great Place to Work status and improve our 'ranking' as one of the UK's Best Workplaces	2027	Improve upon the 77% GPTW 'score' Move into the top 40 of Best Workplaces			
3b. We will develop our managers and equip them with the skills to demonstrate compassionate leadership to support individual needs and ensure we can better support our diverse customer base	2026	All managers developed in essential management and leadership skills (workshop attendance)			
3c. We will embed a lessons learned approach where our approaches or service to customers fails to meet required high standards	2026	Lessons learned reviews consistently applied			
3d. We will ensure learning interventions are readily available and accessible to all colleagues – with improved understanding of available resources	2026	Update of Igloo – measured through GPTW and bespoke colleague surveys			

4 Future talent development




We'll support both the future of our business and our colleagues through talent mapping, succession planning, and targeted development to strengthen organisational capability and future readiness.



Action	Delivery date	Measurement	ES	VFM	SI
4a. We will ensure all people managers are mapped, from a future talent perspective, so that development can be targeted. We will review the map and ensure internal colleague talent are being effectively developed/promoted	2026 2027	Map in place containing all managers Review of internal promotions		£	
4b. We will have a succession plan in place for all core roles throughout the business	2027	Plan in place		£	
4c. Open and honest career conversation will be part of all development discussions with colleagues as part of our 121/CLEAR conversation approach	2027	Qualitative checks of completed forms		£	
4d. We will ensure coaching support is available for all senior leaders/future talent within NCHA	2026	All wider management team colleagues offered coaching opportunity		£	

5 Equality, diversity and inclusion

We'll nurture a culture in which diversity is recognised, valued and celebrated. Our teams will represent the communities we serve in order to support the needs of our customers.






Action	Delivery date	Measurement	ES	VFM	SI
5a. We will continue to have an Equality Diversity and Inclusion strategy that is representative of all our colleagues and customers	2026	Strategy in place and used as guide to core activities			
5b. From a diversity perspective, we will ensure we are representative of the customers we support and create an environment where all colleagues thrive	2027	Review of colleague diversity statistics			
5c. Our management team will be representative of the diversity within our wider colleague and customer base	2031	Review of colleague diversity statistics			



6 Future skills

We'll identify and map future skills requirements for our business, developing targeted plans to close gaps and ensure NCHA can continue delivering high-quality services in a changing world.



Action	Delivery date	Measurement	ES	VFM	SI
6a. We will use 100% of apprenticeship levy funds	2026	Review of funds			
6b. We will set up an 'apprenticeship academy' to effectively develop and deploy apprentices to all parts of the business	2028	2% of roles filled by apprentices			
6c. We will develop our recruitment and selection approaches to ensure a seamless process for candidates and a consistently effective process for recruiting managers	2027	Recruitment system in place Core recruitment measures			
6d. We will strengthen our relationships with local schools and colleges to attract younger people	2027	Increased numbers of apprentices and new entrants filled by applicants from relevant institutions			

Our ambition: **Business**



We'll meet the highest standards in everything we do, providing excellence in governance and value for money. We'll stay accountable and transparent – making sure every part of our business is future ready, well-run and trusted by the people who rely on us



Our guiding principles for **our business**



Environmental Sustainability

Our finance, procurement, information and intelligence, business transformation and technology functions are critical enablers of our environmental sustainability ambitions. By directing investment towards low carbon priorities, embedding sustainable procurement, redesigning processes to reduce waste and inefficiency, and installing smarter systems and data to manage our homes and operations more sustainably, these functions create the foundations that allow us to deliver long term environmental value.



Value for Money

Our business functions each play a vital role in strengthening value for money across NCHA. By directing resources to where they have the greatest impact, securing cost effective and high quality goods and services, improving processes to remove inefficiency, and using data and digital tools to support smarter decision making, these functions help us run a resilient organisation. This ensures we deliver excellent services at the best possible cost and maximise the benefit we create for our customers and communities.



Social Impact

Our business functions play a vital role in embedding social impact across NCHA. By ensuring our resources are allocated wisely and decisions are grounded in strong evidence, these functions help us invest in the services and improvements that deliver the greatest benefit for customers and communities. They provide the financial planning, risk management and operational stability that allow frontline teams to focus on meaningful outcomes, and they make sure social impact is considered in every strategic choice we make.

7 Drive for excellence

We'll deliver a business wide programme of improvements that supports NCHA in sustaining its G1, V1, C1 ratings, ensuring continued financial strength and governance.



Action	Delivery date	Measurement	ES	VFM	SI
7a. We'll deliver a programme of transformational change that reflects business need and our strategic objectives.	2028	Quarterly Board reporting on programme delivery			
7b. Maintain TSM, Financial Metrics and Technology benchmarking and performance clubs using third party experts	2031	Financial metrics measured annually			
7c. We will provide a whole life value for money centralised procurement service delivering economy, efficiency and effectiveness. 2024/25 savings of £529k achieved.	2031	Minimum £500k procurement savings reported per year			
7d. We will develop our approaches to increase the number of competitively tendered contracts and reduce reliance on external frameworks	2027	NCHA Compliance Framework and Assets Framework go live by March 2027			
7e. All NCHA contracts will be tiered with appropriate contract management arrangements applied supported by contract management training and advice	2026	Contract management training for all contract managers (minimum 50 colleagues)			

8 Financial viability

We'll maintain a resilient and forward-looking business plan that secures NCHA's financial strength and enables the delivery of our long-term ambitions. We'll proactively identify and secure new funding streams that offer excellent value for money.



Action	Delivery date	Measurement	ES	VFM	SI
8a. Establish a robust Business Plan, reflective of SP3 bid ambitions, continuing to incorporate 100% of identified stock condition expenditure, 100% decarbonisation costs and identified future changes	2026	Board approval in March 2026		£	
8b. Prepare annual Business Plan	2027	Board approval June 2027		£	
2c. Maintain compliance with all NCHA golden rules and covenants as set out in our Treasury Strategy, continuing to monitor headroom, tolerances and EWIs to secure V1 status	2031	Interest cover >1.25, Gearing <76%, 18m liquidity		£	
8d. Benchmark the range and extent of existing stress testing against best practice and external advice	2026	Benchmarking approved by Audit and Risk Committee			
8e. Agree and deliver a Value for Money 2026 Funding Strategy to finance our increased development ambitions under SP3	2027	Board approval		£	

9 Building a culture of data quality










We'll strengthen decision-making and reporting by delivering robust processes, technology and governance to manage our data. We'll review how we manage information to ensure consistency and effectiveness across the organisation.



Action	Delivery date	Measurement	ES	VFM	SI
9a. Organisational review and restructure of the Information and Intelligence team	2026	New structure in place			
9b. Implement revised Board and Committee KPI dashboards and target-setting approaches	2027	Dashboards approved by Board			
9c. Implement data warehousing and supporting systems to deliver the Data and Digital Knowledge Projects within the Technology and Data Strategy	2027	Data Infrastructure in place and reported to Board September 2027			
9d. Hierarchical reporting suite implemented across all management levels with improved forecasting	2028	Reporting suite in place			

10 Productivity and innovation

We'll embrace innovative ways of working - maximising the use of AI - enabling NCHA to remain resilient, agile and equipped to deliver services in an ever-changing world.

Action	Delivery date	Measurement	ES	VFM	SI
10a. We will harness opportunities to embed AI and automation into new system implementations.	2027	100% of all new system procurements will consider AI as part of the specification			
10b. We will implement Microsoft AI tools to training to ensure our people are empowered to drive efficiencies in their areas of work.	2026	100% office based colleagues will have access to AI training and tools to meet their role requirements			
10c. We will deliver a large scale transformation programme, focussed on improving our processes in the areas where maximum efficiencies can be gained. Embedding AI tools into processes to support colleagues, customers and provide VFM.	Bringing skills in process and programme identification 2027 Delivery of programme Creation of ROI reporting 2027 -2031	100% of departments will have been assessed for AI efficiencies			
10d. We will undertake a transformation led company wide horizon scanning exercise. To create a road map of opportunities and threats to allow us to plan and respond to a changing world and remain innovative in our approach and strategic planning.	2027	Road map identifying areas of opportunities and risk approved and embedded into strategic planning cycle.			







11

Business information systems

We'll modernise our core systems to ensure they are fit for the future, supporting innovation, scalability, and the changing needs of our business.



Ben Leeman
Head of Business Transformation

Action	Delivery date	Measurement	ES	VFM	SI
11a. Undertake external review of Technology and Data Strategy against industry best practice	2026	Advisory report issued to Board			
11b. Modernise core systems and applications through the delivery of Technology and Data Strategy Business and Customer Application Projects	2027	Tech and Data Annual Report to Board			
11c. Upgrade and improve our network and data centre technology through delivery of Technology and Data Strategy Core Infrastructure Projects	2027	Tech and Data Annual Report to Board			
11d. Improvements in tools colleagues can access and improved efficiency through delivery of Technology and Data Strategy Colleague Experience Projects. In 2025, 81% of colleagues agreed that they were given the resources and equipment to do their jobs.	2027	GPTW measure – ‘I am given the resources and equipment to do my job’ 85% of colleagues agree			
11e. Finance Information System project delivered to improve efficiency, automation and user experience	2028	Project completion GPTW measure – ‘I am given the resources and equipment to do my job’ 85% of colleagues agree			
11f. Payroll and HR project delivered to improve efficiency, automation and user experience	2028	Project completion GPTW measure – ‘I am given the resources and equipment to do my job’ 85% of colleagues agree			

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Modernising our systems is really about making sure we’re ready for what comes next. It means we can try new ideas more easily, grow without things slowing us down, and be confident our systems will continue to work for us as our business and customers’ needs change. Put simply, we want technology that works with us and supports how we need to work, both now and into the future.

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12 Cyber security



We'll stay ahead of emerging threats by strengthening our cybersecurity and embedding a culture of awareness across NCHA. We'll ensure our people, systems and services remain secure, resilient and trusted.

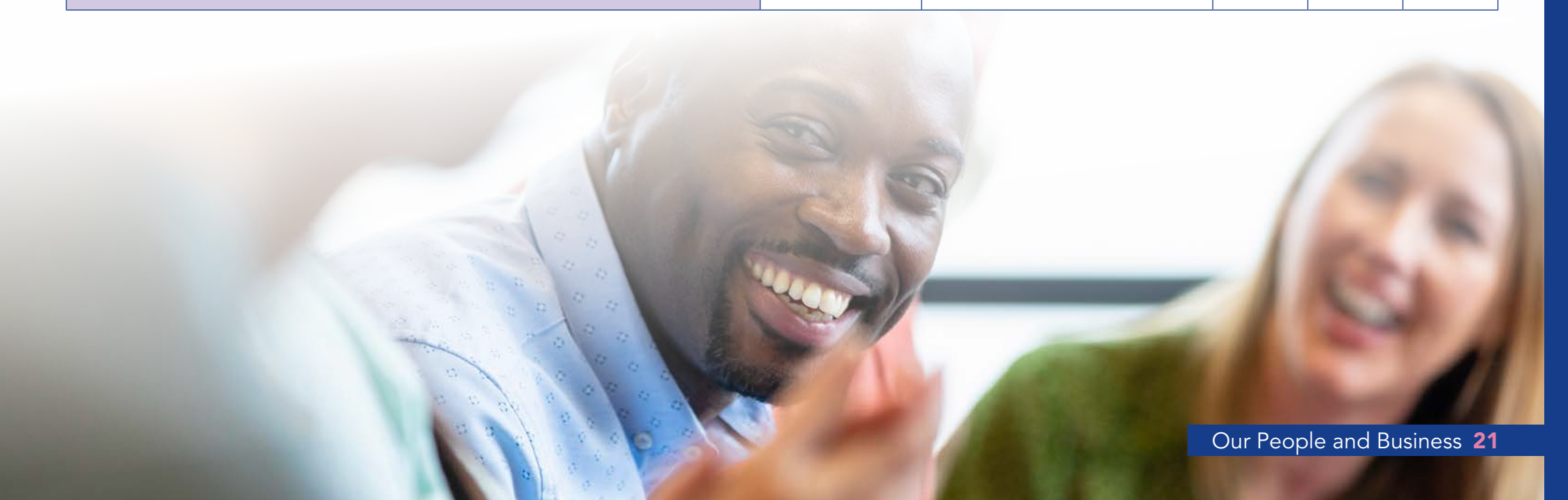


Action	Delivery date	Measurement	ES	VFM	SI
12a. Achieve and maintain Cyber Essentials Plus accreditation	2026	Cyber Essentials Plus achieved		£	
12b. Improve in-house tools and operational capabilities for threat prevention and detection including expansion of social engineering testing	2027	Year on Year improvement in failed social engineering tests		£	
12c. Maintain our approach and realise improved colleague awareness and improved social engineering results	2028	Year on Year improvement in failed social engineering tests		£	
12d. Improve cyber security posture through the delivery of Technology & Data Strategy Projects	2027	Board report 2027		£	

13 GDPR

We'll safeguard personal data by embedding GDPR compliance into every aspect of our business, delivering robust systems, continuous monitoring, and a culture of accountability that protects privacy and strengthens trust.

Action	Delivery date	Measurement	ES	VFM	SI
13a. Implement a robust approach to new STAIRs legislation (Social Tenants Access to Information Requirements)	2027	ARC report on STAIRS readiness			
13b. Maintain the Data Protection Steering Group and complete year one data audit programme	2027 and ongoing	Data audit of core systems completed			




14

Commercially ambitious

We'll maximise opportunities to generate profits from our subsidiary companies and commercial activities in order to maximise gift aid donations to NCHA.



Action	Delivery date	Measurement	ES	VFM	SI
14a. We will maintain our investment in our Joint Venture Access Training and membership of its Board, achieving high quality learning outcomes and realising a commercial annual return. Dividend of £50k forecast for Pelham Homes in 2025/26	2027 and ongoing to 2031	Annual dividend paid from Access Training		£	
14b. We will deliver our open market sales development programme via our commercial subsidiary Pelham Homes completing 250 new homes over 5 years and realising a commercial return	2027 2028 and ongoing	Gift aid target £475k in yr 1 (2027) £2.294m in yr 2 (2028)		£	
14c. We will gift aid 100% of the profits of Pelham Homes back to NCHA to provide a regular return which supports budget planning	2027 and ongoing to 2031	100% target met		£	



The delivery of **Our People and Business** Strategy is supported by our other core strategies:

- **Our Growth and Sustainability**
- **Our Customers**
- **Our Places**

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

Nottingham Community Housing Association Limited is a charitable community benefit society, registered with the Financial Conduct Authority under number 7104.

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