



Social Impact Strategy

2024-2029

The impact we have on our customers' lives is important to us at NCHA.

As a provider of homes and care and support services, we're in a great position to be able to help improve the quality of lives for the people and communities we serve.

In 2022 we launched our first Social Impact Strategy, which was designed to ensure the services we deliver are the ones that add the most value to the wellbeing of our customers. Two years on, having made great progress in this area, we're now able to capture the information we need to start making really impactful decisions around how we do things.

This strategy describes our ambitions and actions for the next five years; increasing our social impact by delivering more homes, great services and better lives.





Our big social impact challenges

In 2023 we asked our customers and stakeholders what they believed our core purpose was. They told us that our focus should be on looking after our homes, building more homes, and delivering support services that increase wellbeing levels for our customers and communities. They also told us that managing and maintaining our homes is an area where we need to improve.

We're working hard to achieve this, but meeting our customers' needs are challenged by the availability and costs of attracting employees, contractors and suppliers to the social housing and social care sector.

The viability of new housing developments is undermined by construction and land prices, land availability and the availability of contractors. As this challenge has intensified, we've had to reduce our housing development programme under our Strategic Partnership with Homes England by 50 homes a year.

We're facing extreme pressures in providing social care. The financial viability of our care and support services is undermined by inadequate local authority funding and increases in regulation and legislation. Maintaining quality is challenging in these circumstances.

For our customers, the principal wellbeing challenges are:

Financial pressures including managing the increased cost of living



Managing recovery from homelessness and/or tenancy sustainment



Getting access to appropriate social care



Our guiding principles



Evidence based

We'll measure the wellbeing impact of our work to drive our investment and service delivery decisions.



Responsibility

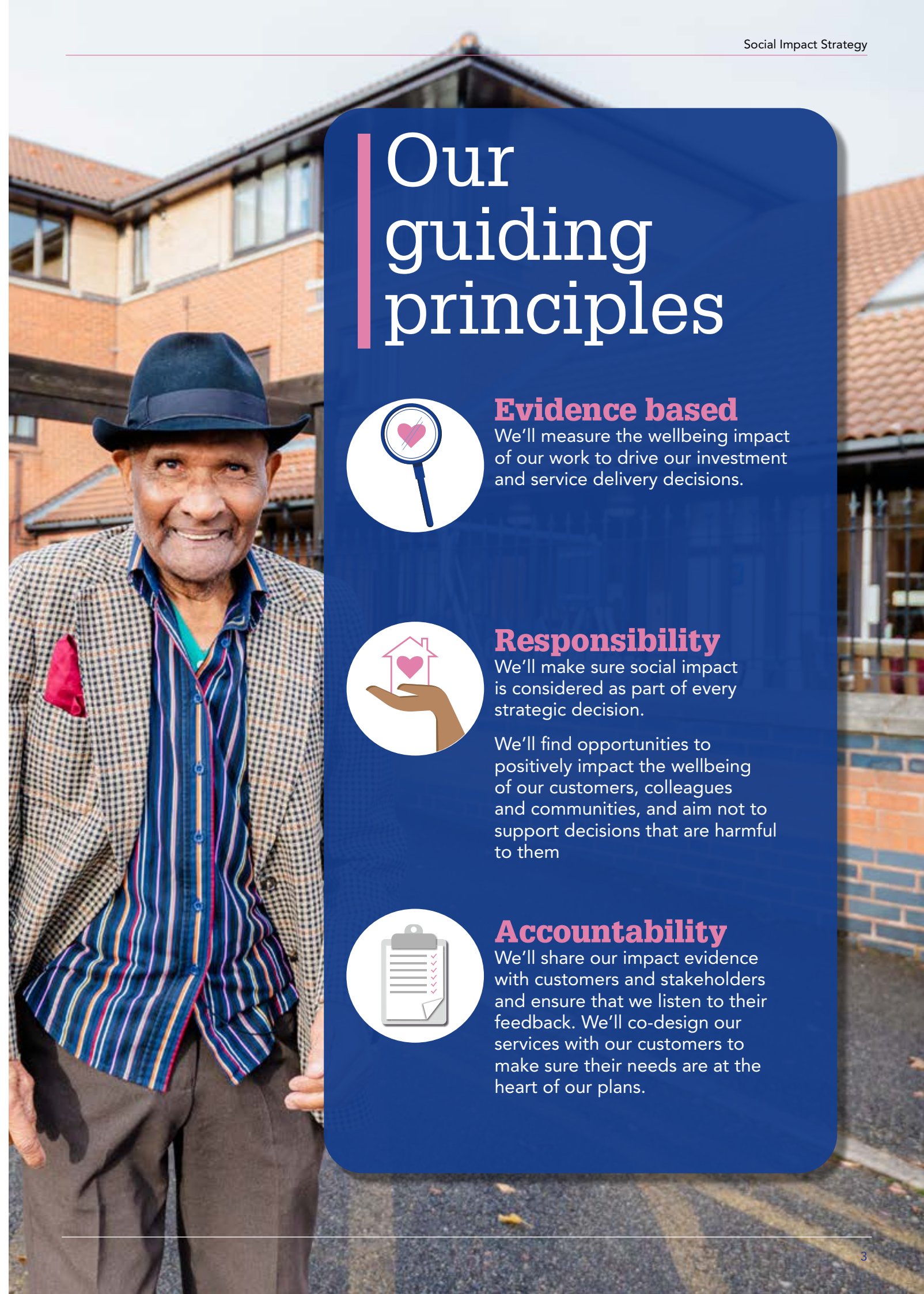
We'll make sure social impact is considered as part of every strategic decision.

We'll find opportunities to positively impact the wellbeing of our customers, colleagues and communities, and aim not to support decisions that are harmful to them

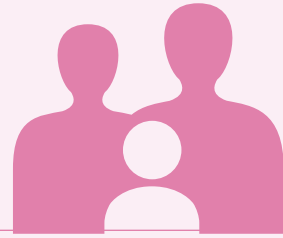


Accountability

We'll share our impact evidence with customers and stakeholders and ensure that we listen to their feedback. We'll co-design our services with our customers to make sure their needs are at the heart of our plans.



Priorities for the strategy



Since we published our first Social Impact Strategy in 2022, we've made great progress in developing our understanding and evidence base of where we deliver the most social impact. We're now in a position to set strategic ambitions around clear measurable targets which are closely aligned to our social purpose.

The key themes for our Social Impact Strategy are:



Knowing our homes and customers:

We know that we'll deliver the best outcomes for our customers when we meet their individual needs. We'll use data to understand our homes and our customers, and design our services based on this evidence.



Investing for impact:

We'll increase the use of our HACT social value tool to support our decision making in investments; focusing on those that offer the biggest wellbeing impact on our customers. We'll drive up our social value contribution to £12m by 2029 (from £7m in 2021/2022).



Co-designed services:

We recognise that our customers are best placed to know how our services should be delivered to improve their wellbeing. We'll strengthen our relationships with our customers, Community Voices, our Homes and Neighbourhood Panel, our Scrutiny Panel and our Customer Committee to ensure we listen to, and act on the feedback from all of our customers.

Our four working areas for delivery

Our customers

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Care and support	£
Involvement and insight	£
Tenancy sustainment	£
Financial inclusion	£

Our places

More on pages 8 - 9



New places	
Repairs and maintenance and communal areas	£
Homes for life	£
Knowing our homes and customers	£
Thriving communities	£
Improved places	
New homes developed	£
High standards of home and community design	£
Creating better green spaces in new developments	£

Our people

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Colleague wellbeing	£
Training and development	£
Volunteering	£

Our business

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Measuring what matters	£
Procurement and value	£



Our customers

The long-term vision

We'll provide services which support tenancy sustainment and enable vulnerable people to live well and safely in their homes and communities. Our services will be based around the individual needs of our customers, taking into account their emotional and psychological needs.

Our current position

We're committed to tackling homelessness and we work with organisations like 'Homes for Cathy' who help steer our work in this area. Our principle approach to housing management is tenancy sustainment, and our colleagues pride themselves in providing a professional customer focused service.

In 2022/23 we provided over 900,000 hours of specialist care and support, mainly in NCHA homes. We developed 11 new care and support services with contracts worth over £3m. We achieved 100% contract compliance with our local authority and health partners.

We collected our tenant satisfaction measures for the first time in 2023. Alongside them, we asked our customers questions around their wellbeing. From our 'New Home Social Impact Survey' we can see that getting an NCHA tenancy has a significant impact on customer wellbeing.

14% of customers reported an improvement in their health. 28% felt more relaxed, and 20% reported that they were thinking more clearly.**

Being offered an NCHA flat, along with the support of the Community Support team has helped me turn my life around. I'm genuinely thankful to them for giving me the support they have at the times when I've needed it the most



James
NCHA Customer

Targets for this strategy

Our customers 2024-2029

Area	Current	2026 Targets	2029 Targets
Care and Support	<p>Comprehensive Care and Support Strategy in place with actions in progress</p> <p>We deliver strategically relevant, financially sustainable services</p> <p>100% contract compliance</p> <p>Customer satisfaction with Care and Support services 93.8% (Service user survey 2023)</p> <p>Commenced outcome/impact measurement data collection</p> <p>We have two 'require improvement' ratings</p>	<p>All CQC registered services will be rated 'good' or 'outstanding' rating</p> <p>Customer satisfaction with care and support services - 99%</p> <p>Review social impact measurements to inform strategic action</p> <p>Meet all 2026 actions and targets within the Care and Support Strategy</p>	<p>Deliver 121 new units of supported housing and related services</p> <p>Maintain quality performance and meet NCHA's financial golden rules regarding viability</p> <p>Customer satisfaction with care and support services 99%</p>
Involvement and insight	<p>Established involvement framework and formal involvement groups</p> <p>Customer Involvement promise approved by customers with actions in progress</p> <p>New Care and Support Panel launched</p> <p>Achieved TPAS accreditation (2024)</p> <p>Delivered Customer Insight project – go live October 2023 and full launch for data analysis due April 2024</p> <p>Landlord listens to tenant views and acts on them - 67%*</p> <p>Landlord keeps customers informed about things that matter to them – 73.3%*</p>	<p>Delivery of 2022–25 Customer Involvement Plan and establishment of improvement actions/targets</p> <p>Landlord listens to tenant views and acts on them - 72%*</p> <p>Landlord keeps customers informed about things that matter to them – 78%*</p> <p>Customer Insight surveys will attract 25% engagement (currently 10%)</p> <p>Actioned insight escalation target 90%</p> <p>Evaluation of Scrutiny and Homes and Wellbeing Panels completed</p>	<p>Landlord listens to tenant views and acts on them 72%*</p> <p>Landlord keeps customers informed about things that matter to them more than 78%*</p> <p>Embedded annual reporting to customers of actionable insight to demonstrate 'you said we did'</p> <p>Establish a customer training academy for customer involvement and measure impact</p>
Tenancy sustainment	<p>'Homelessness and vulnerable young persons promise' approved by customers and actions underway</p> <p>In 2022/2023 our Community Support team supported 241 NCHA affordable and social housing customers to sustain their tenancies</p> <p>Forecast to meet our target to allocate 25% of properties to homeless households</p> <p>78% of cases actioned by the Community Support team are successfully closed</p>	<p>100% of cases actioned by the Community Support team successfully closed</p> <p>Reporting capability developed for wellbeing impact measurement for our tenancy sustainment services/interventions</p>	<p>Establish a homelessness investment plan and deliver homelessness interventions that have the greatest impact on customer wellbeing</p>
Financial inclusion	<p>Customer financial resilience is a focus for us to support tenancy sustainment and wellbeing</p> <p>We invest £120k in resources to support customers in terms of financial stress, including tenant welfare funds, a warm home fund, a specialist debt advisor and a Community Support Team</p> <p>Our new tenancy social impact survey results show 8% of customers report improvement in managing financially</p>	<p>12% of customers report improvement in managing financially**</p> <p>Current rent arrears less than 3% across affordable and social housing tenancies</p> <p>Agreed wellbeing impact measurement on menu of specific financial inclusion measures</p>	<p>Halve the number of customers in fuel poverty (9% by 2028)</p>

*Based on findings from Tenant Satisfaction Measures (TSM)

**New home survey – April 2023 – Dec 2024 data, social and affordable let properties

New places



The long-term vision

We'll contribute to solving the national housing shortage by delivering 320 new homes a year. We're committed to growing our development opportunities when market conditions permit.

Our current position

In 2023, we partnered with HACT to develop a 'New Home Survey' tool, which is now being used. Clear trends are emerging around the impact that receiving a new NCHA home has on improving lives and communities. Customers have reported big increases in feeling part of the community, less fear of crime/anti-social behaviour, and access to quality green spaces, either at their home or nearby.

Our survey also tells us that our customers are experiencing a 19% increase in feeling optimistic about the future some or all of the time, and a 26% improvement in dealing with problems well. It's clear that increasing the supply of new homes is central to fulfilling our vision of better lives for our customers.

Targets for this strategy

Our improved places 2024-2029

Area	Current	2026 Targets	2029 Targets
New homes developed	Our forecast for completions for 2023/24 is 359 new homes In 2022 we opened Earls Court a new-build supported housing scheme of 23 units for vulnerable people in Nottinghamshire We're developing new homes in Clifton for older people and people with vulnerabilities	Deliver 320 new homes on average per year for rented and affordable home ownership Deliver 50 homes for outright sale via Pelham Homes Develop a model and set targets for calculating the social value return for new build homes	Deliver 1850 new homes over a five year period (1600 NCHA and 250 Pelham Homes)
High standards of home and community design	Pelham Architects have adopted the government's National Design Guide principles in 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 Architects and external developers to adopt NCHA's Sustainable Places Standard in all schemes and develop monitoring and compliance measures to support
Creating better green spaces in new developments	A commitment to never reduce the overall habitat of a site during development (no net loss) 8% improvement in customers experiencing less pollution/ environmental problems – reducing this to 3% overall** 14% improvement in quality of green space** 18% improvement in green spaces within walking distance**	Compliance with the Biodiversity Net Gain law Include green space requirements in our new sustainable places standard, with a focus on the social benefits of green space 10% improvement in moving away from accommodation subject to pollution/ environmental problems** 16% improvement in quality of green space** 20% improvement in green spaces within walking distance**	Measure the wellbeing impact of creating better green spaces on new developments 12% improvement in moving away from accommodation subject to pollution/ environmental problems** 18% improvement in quality of green space** 22% improvement in green spaces within walking distance**

** New home survey – April 2023 – Dec 2024 data, social and affordable let properties

Improved places



The long-term vision

We'll provide warm and secure homes and high quality housing management, maintenance and repairs. Services will be designed alongside our customers, and delivered in a way that both meets individual customer need and improves wellbeing.

Our current position

We've reviewed and adopted the recommendations of the 2022 Better Social Housing Review and consulted with stakeholders and customers about where we need to improve. Over the life of this strategy, we'll be incorporating this feedback, along with customer wellbeing data to drive forward improvements in service standards in the areas that most matter to our customers. Our first priority will be to bring responsive repairs in-house. We'll work with our customer groups to ensure we deliver great quality repairs, maintenance and ground maintenance services.

Targets for this strategy

Our new places 2024-2029

Area	Current	2026 Targets	2029 Targets
Repairs and maintenance and communal areas	In April 2024 we'll deliver responsive repairs with an in-house team and deliver a new Scheme Manager service to improve satisfaction with communal areas Customers have expressed dissatisfaction with contract cleaning and grounds maintenance in communal areas. A new Scheme Manager service has been piloted and active performance management of grounds contractors is ongoing	Satisfaction with repairs service will average 70%* Customers feel home is well maintained 80%* Customers feel home is safe 87%* Communal areas are clean and well maintained 75%	Satisfaction with repairs service 80%* Customers feel home is well maintained 80%* Customers feel home is safe 87%* Communal areas are clean and well maintained 80%
Homes for life	Surveys completed on two Independent Living for Older People schemes (ILOP) to plan for full refurbishment of communal areas. In 2022/23, 218 adaptations completed on homes including minor and major adaptations.	Commence ILOPS improvement programme in two schemes Satisfaction with communal areas 90%	Re-provision of 30 units of specialist supported housing in to new purpose built schemes. Using our Sustainable Places Standard to audit the inclusiveness and accessibility of existing places.
Knowing our homes and customers	Stock condition and compliance with decent homes standard overseen monthly by Board/ Customer Committee Stock condition survey catch up programme due for completion - September 2024 Completion of Damp Mould and Condensation action plan - April 2024 Scrutiny project on Complaints delivered and new complaints operating model agreed for launch in April 2024	15% of customers will have vulnerability attributes captured in the housing management system Codesign of service standards for vulnerable customers Volume of complaints reduced to 26 per 1000 properties Collation and review of TSM wellbeing metrics against 23 benchmark (first data set November 2023)	30% of customers will have vulnerability attributes captured in the housing management system. Meet data standards for condition of homes. Co-design and deliver improvements to repairs service standards Complete review and coproduction with customers on changes and improvements to repairs service standards and delivery model. Three scrutiny reports a year delivered through the Scrutiny Panel
Thriving Communities	Meeting failed tenancy targets for Affordable and Social Housing - 8% with all failed tenancies reviewed and lessons learnt Re-accreditation to the Domestic Abuse Housing Alliance standard (2024) NCHA provide a home that is safe 83.3%* Communal areas are clean and well maintained 55%* Landlord makes a positive contribution to neighbourhood 67.7%* Landlords approach to handling ASB 61.7%* 26% improvement in belonging to a neighbourhood** 10% improvement in worry about being a victim of crime**	Deliver the Pathways to Support project Phase 1 and develop the Phase 2 project plan and evaluation Develop the wellbeing reporting and social impact survey for the Community Support Team Communal areas are clean and well maintained 75%* Landlord makes a positive contribution to neighbourhood 73%* Landlords approach to handling ASB 68%* 30% improvement in belonging to a neighbourhood** 12% improvement in worry about being a victim of crime**	NCHA provide a home that is more than 87%* safe Communal areas are clean and well maintained 80%* Landlord makes a positive contribution to neighbourhood 75%* Landlords approach to handling ASB 70%* 34% improvement in belonging to a neighbourhood** 14% improvement in worry about being a victim of crime**

*Based on findings from Tenant Satisfaction Measures (TSM) **based on findings from New Home Social Impact Survey

Our people

The long-term vision

People are at the heart of what makes NCHA a success. We'll support the wellbeing and performance of our colleagues and make NCHA a great place to work.

Our current position

Colleague wellbeing has been at the forefront of our work for many years. Our dedicated Wellbeing Manager oversees a comprehensive colleague wellbeing programme, and we measure colleague engagement and satisfaction through a range of surveys and metrics. In 2023 we achieved 'Great Places to Work' accreditation.



Targets for this strategy

Our people 2024-2029

Area	Current	2026 Targets	2029 Targets
Colleague wellbeing	Wellbeing toolkit and online resources in place 2022/23 delivered full programme of departmental and team specific half day wellbeing events Great Places to Work (GPTW) accreditation achieved GPTW survey – 'I feel good about the ways in which we contribute to the community' 85%	'Overall this is a great place to work' 70% Maintain our Great Places to Work accreditation	'Overall this is a great place to work' 73% Maintain our Great Places to Work accreditation
Training and development	Over £150k social value generated through training and development initiatives in 2022/23 – an increase from £90k in 2020/21 We achieved our previous target of 4% of workforce on apprenticeships – spending our allocated apprenticeship levy Reviewed skills required to meet environmental sustainability requirements and develop a plan for implementation Required colleagues enrolled on Building Safety Regulations professional qualification Promotion campaign for NCHA apprenticeships and career opportunities – with schools and colleges	4% of workforce filled by apprenticeships	5% of workforce filled by apprenticeships
Volunteering	The volunteering service has launched, with 50 colleagues and seven family members having given work and personal time to gardening, decorating and other help for our customers This equates to 383 volunteering hours, or 54.7 days in total	80% of NCHA colleagues will have participated in volunteering, particularly for the benefit of Care and Support services and vulnerable customers Leicestershire peer support service will be established and meeting targets Where possible our services will work with a bank of volunteers to enhance service delivery	All customers will have the opportunity to join volunteering programmes to support our services

Our business

The long-term vision

We'll target investment and decision making on the areas which generate the greatest wellbeing impact for our customers and communities. Stakeholders including colleagues, customers and lenders will see the impact of our work in a measured improvement in wellbeing, and a return on social value.

Our current position

We've developed a social impact measurement tool to capture the impact of our work and to support our planning for new investment.



Targets for this strategy

Our business 2024-2029

Area	Current	2026 Targets	2029 Targets
Measuring what matters	Social value measurement tool developed and implemented Social value against the HACT social value bank increased from £5.2m to £7m Bringing forward social impact full year reporting from 2025 to 2024	Embedded social value reporting to drive messaging and support strategic action Increase social value output to £10m	Demonstrate investment in service delivery decisions are linked to wellbeing outcomes for stakeholders Increase social value output to £12m
Procurement and value	Annual procurement plan in place supporting an effective approach to procurement planning All contracts now include social value considerations and meet the minimum requirement dependent on the value of the actual contract	Deliver social value reporting through procurement metrics	



Delivering the plan

To ensure we deliver on the outputs of the strategy, we'll have processes in place to measure our targets which will be reported to the following groups:

- NCHA Board
- Customer Committee
- Care Committee
- Executive Team
- Seniors Leadership Team
- Procurement Panel



Glossary

DAHA	Domestic Abuse Housing Alliance
HACT	Housing Association Charitable Trust who have been championing social value in social housing and have developed a social value toolkit for social housing
Independent living for older people (ILOP)	Housing schemes for people who wish to maintain an independent way of living, but with added security of scheme managers and assistive technology
Homes England	Government housing agency providing funding for the development of new homes
Housemark	Provider of data, insight and benchmarking services to the housing sector
Social impact	The effect on people and communities that happens as a result of an action or inaction, an activity, project, programme or policy
Social value	The quantification of the relative importance that people place on the changes they experience in their lives
STAR survey	Survey of Tenants and Residents (STAR) is a nationally benchmarked customer satisfaction survey
TPAS	Tenant Participatory Advisory Service
TSM	Tenant Satisfaction Measures
Wellbeing	A state of feeling good and functioning well